



Max Wilkinson  
old

JMF Jones

of flight  
systems  
long  
engineered  
military  
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secretly  
in flight  
light

**Investor muscle**  
**US shareholders teach old dogs new tricks**

Page 15

**Bridging a trade gap**  
**Clinton woos the Nafta sceptics**

Page 7

**Britain's budget**  
**Details and analysis**

Pages 9-11

**A thirsty world**  
**Is there enough fresh water to go around?**

New series, Page 12



# FINANCIAL TIMES

WEDNESDAY MARCH 17 1993

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Europe's Business Newspaper

## Yeltsin calls for urgent western aid to Russia

Russian president Boris Yeltsin called for immediate, substantial western aid to prevent "the serious danger of reaction" in Russia. "We cannot wait for Tokyo in June or July. It may prove too late," he added. French president François Mitterrand, speaking at a joint Moscow news conference with Mr Yeltsin, suggested Group of Seven leaders meet as soon as possible after Mr Yeltsin's summit with US president Bill Clinton next month to discuss Russia's problems. Page 16; Campaign suspected, Page 2; Editorial Comment, Page 15

**Israeli kill Palestinians** Israeli soldiers killed two Palestinian youths and wounded at least 70 other Arabs in a Gaza refugee camp. The clashes came as Arabs throwing stones were met by live rounds from Israeli soldiers. Prime minister Yitzhak Rabin decided to cut short a US visit because of the upsurge in violence. Page 4

**UK tour operator escapes takeover** Owners Abroad, Britain's second-biggest holiday tour operator, narrowly fought off a £250m (\$412m) hostile bid from rival Airtours. The tussle was decided only when Owners Abroad shareholder Gartmore, which originally backed the Airtours bid, switched allegiance to the defender at the last moment. Page 17

**Beijing lambasts Patten** Hong Kong governor Chris Patten came under a stinging attack in China's People's Daily newspaper, organ of the communist party. "We'd like to warn this shameless politician to stop his clumsy show," the paper said. Page 4

**Diplomat defects** China's consul-general in St Petersburg, Russia's second city, has defected to Sweden with his wife. Fan Li Chen and his wife disappeared from Russia at the weekend. The couple have asked Sweden for political asylum.

**Bundesbank cautious** German Bundesbank directorate member Ottmar Issing warned that the solidarity pact between government and opposition was not on its own a sufficient reason for lowering interest rates. Page 16

**George Wimpey**, the UK's second-largest housebuilder, made a £112.4m (£160m) pre-tax loss. The figure, Wimpey's worst results, underscores the depth of the recession in UK housing and construction. Page 17; Lex, Page 16

**Algerian violence** Labour minister Tahar Hamdi was shot and wounded in Algiers, according to the communications ministry, which denied an earlier report that sports minister Abdelkader Khemai had been killed. The attack on Hamdi came a few hours after former minister Djillali Lila was shot dead in an attack blamed on Muslim fundamentalists. Page 4

**Move to privatise rail links** The British government may privatise London's Docklands Light Railway, the transit system serving new commercial developments east of the capital, by paying a contractor to take it over. Page 8

**Rome assassination** Two gunmen riding a scooter shot dead Mohammed Hussein Nagdi, a prominent opponent of the Iranian government, as he drove through Rome. He was the Rome head of the Iranian National Resistance Council, the country's main opposition group. Page 4

**General Electric** of the US moved to inject \$17bn (£165m) of fresh capital into Tungsram, its troubled Hungarian lighting joint venture, in the wake of losses which wiped out the company's equity. Page 17

**Juvenile crime proposal** Dutch prime minister Ruud Lubbers said he wanted to set up work camps for young offenders, with former soldiers acting as guards.

**Emirates opens telecoms market** Etisalat, the United Arab Emirates' telecoms monopoly, is to let foreign manufacturers import and sell telephones and other equipment from April 1.

**Rival terrorists to wed** British prisoner Anna Moore, a former member of the republican Irish National Liberation Army, is to marry fellow terrorist convict Bobby Corry, a Protestant extremist from the other side of Northern Ireland's sectarian divide. Their bridesmaid will be a former Ulster Defence Regiment soldier jailed for killing the wife of her Army officer lover.

<b>STOCK MARKET INDICES</b>		<b>STERLING</b>	
FTSE 100	2918.3	(+4.1)	
Yield	4.14		
FTSE Smallstock 100	1151.53	(-2.09)	
FT-A All-Share	1424.79	(-0.78)	
Nikkei	17,981.38	(-17.88)	
New York Exchange			
Dow Jones Ind Ave	3444.38	(+1.08)	
S&P Composite	451.92	(+0.19)	
<b>US DOWNTIME RATES</b>		<b>DOLLAR</b>	
Federal Funds	3.15%	(3.1%)	
3-mo Treasury Yield	3.825%	(3.033%)	
Long Bond	18.31	(10.2%)	
Yield	3.77%	(3.59%)	
<b>LONDON MONEY</b>		<b>YEN</b>	
3-mo interbank	6%	(same)	
Libor long gilt return, Jan 1993 (Jan 1992)	3.825%	(3.033%)	
LIBOR/SEA OIL (Argus)	18.31	(10.2%)	
Brent 15-day (May) STOKE	18.75	(10.2%)	
Gold			
New York Comex (April)	5228.5	(same)	
London	5228.75	(328.65)	Tokyo close Y 117.78

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## VW slashes its dividend after collapse in profits

By Christopher Parkes  
in Frankfurt

**VOLKSWAGEN**, Germany's struggling motor industry group, yesterday slashed its dividend and shook up its management board after reporting an 87 cent profit collapse last year.

Group net earnings tumbled to DM14.7m (£89m) in 1992 from DM1.1bn in the previous year, and VW cut to DM2 the dividend on both ordinary and preference shares. In 1991, the respective pay-outs were DM11 and DM12.

Since VW delivered a record 3.52m vehicles last year, lifting sales revenues from DM76bn to DM85.4bn, the collapse in earnings will add weight to the popular view that the more cars VW sells, the less profit it makes.

More detailed information on the group's performance and prospects will be given at its annual press conference on March 31. Yesterday's bald figures gave little clue about the results from its array of brands, which include VW, Audi, Skoda and Seat.

The key new appointment yesterday was that of Mr José Ignacio López de Arriortua, snatched from US-based arch rival General Motors in an unseemly tug-of-war over the weekend. He was named as director in charge of production and purchasing with immediate effect.

VW has already announced plans to shed 36,000 workers in an attempt to reduce its cost disadvantages and regain competi-

tive position. This job-cutting programme is likely to be stepped up in future and run in parallel with a wide-ranging costs squeeze on component suppliers masterminded by Mr Lopez.

He was the only outsider to appear in the new management team picked by Mr Ferdinand

Pflech, who has been group chairman since January 1.

Mr Pflech has invested much of his own credibility in his pursuit and capture of Mr Lopez, who comes with a reputation as an effective if idiosyncratic cost-cutter.

Mr Lopez replaces Mr Günter Hartwich, who is to leave the

company and in future will function as an adviser, the company said.

Mr Dieter Ullsperger, VW's finance director, lost his job yesterday. His place will be filled immediately by Mr Werner

Continued on Page 16

In another development Milan magistrates began yesterday to leak excerpts of a confession by Mr Gabriele Caglieri, head of Eni, the state energy and chemical company, arrested a week ago.

He is said to have confirmed that Eni made illicit payments to political parties before he took over in 1990 and during his period as chairman. The magistrates have long regarded Eni as the heart of the system of illicit party funding.

The scale of parliamentary

involvement in the scandal has also been underlined this week

by action of other magistrates in Naples and Reggio Calabria.

In Naples three deputies are

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rubbish collection. The deputies

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2  
TRAVEL FROM  
NAME TO NAME.



Hotel Vier Jahreszeiten,  
Hamburg\*



The Westin Plaza,  
Singapore



The Plaza, New York

Campaign suspected to bring Kiev back under Moscow's hegemony

## Russia 'trying to isolate Ukraine'

By Chrystia Freeland in Kiev

SENIOR Russian officials have cautioned east European countries not to form closer political and military ties with Ukraine, according to officials in Kiev and western diplomats.

A senior official in the Ukrainian foreign ministry warned that in the past few weeks conservatives had taken over Russian foreign policy making, and had now launched a concerted campaign to bring Ukraine back under Russian hegemony.

The change in Russian attitudes towards Ukraine comes at a time when hardliners in Moscow have been winning a series of political showdowns with President Boris Yeltsin, forcing him to take a less conciliatory line to

neighbouring states than he might otherwise adopt.

This month, for example, Mr Yeltsin called on the United Nations to give Russia special authority to police disputes in the former Soviet Union, eliciting protests from independent-minded republics such as Ukraine and Moldova.

"Russia's attitude toward its neighbours can now be compared to Germany's in 1939," the Ukrainian official said. "This is a crucial moment when the west must realise that the consequences of a policy of appeasement are as dangerous as they were in 1939."

Western diplomats in Ukraine say they are concerned about the new trend. One said Russian officials were

warning east European countries "not to bother building large embassies in Kiev because within 18 months they will be downgraded to consular sections".

Mr Sergei Stankevich, a political adviser to Mr Yeltsin, recently warned Poland to limit growing political and military ties with Ukraine.

Speaking in Warsaw last month, Mr Stankevich said Ukraine and Belarus fell within Russia's sphere of influence and Russia was opposed to the increasingly cosy relationship between Ukraine and Poland in foreign and military policy.

In the past three months four Polish ministers, including the prime minister and minister of defence, have visited Ukraine and the Ukrainian minister of

defence has recently been to Warsaw, Poland, which just over a year ago was the first country to recognise Ukraine, has signed a number of military and political agreements with its neighbour.

Ties are also growing between Ukraine and Hungary, where Ukrainian president Leonid Kravchuk travelled this month.

Mr Leonid Smoliakov, the Russian ambassador to Ukraine, has also recently been taking a tougher stance. He recently said that if the people of Crimea, the contested peninsula which is currently part of Ukraine, express a desire for self-determination, Russia would support their choice.

Western diplomats say Mr Smoliakov privately describes Ukrainian independence as a "transitional" phenomenon.

**Spanish inflation falls to 4.7%**

By Tom Burns in Madrid

SPAIN'S year-on-year inflation rate has fallen to 4.7 per cent, its lowest level since June 1988, the consumer price index for January published yesterday showed.

The January statistics, which were held over for a month while the index's weighting was overhauled, showed a CPI rise of just 0.8 per cent. Figures for February, which will be published midway through next week, are expected to bring the 12-month inflation rate down to below 4.5 per cent.

Domestic inflation began to peak in the third quarter of last year. Spain's GDP registered a negative growth over the last three months of 1992, -0.2 per cent, and the CPI ended last year with a rise of 5.4 per cent that was marginally down on the December 1991 figure. The markets had expected the recession to be reflected by a fast fall in the inflation rate at the start of this year.

Underlying inflation, which does not include the more volatile prices of non-processed foods and energy, fell by slightly less than the headline rate, to come down from 6.9 per cent at the end of December to 6.5 per cent in January.

The lower inflation rate, which is a direct result of the slump in domestic demand, has fuelled hopes for a cut in the official intervention rate early next week at the Bank of Spain's routine repurchase tender for its certificates of deposit.

Such expectations will be all the higher should the Bundesbank ease interest rates tomorrow.

**Talks soon on Norway joining EC**

THE European Commission is expected next week to clear the way for talks on Norway's application to join the European Community, Commission officials said yesterday. Reuters reports from Brussels.

Adoption of an EC report at the Commission's weekly meeting next Wednesday will mean talks can open with Oslo during a formal ceremony at the April 5 meeting of EC foreign ministers in Luxembourg.

The ceremony will be televised, as were the opening of talks with Austria, Finland and Sweden on February 1.

Once talks are launched they should be brought quickly up to speed so they can proceed in parallel with the other three applicants, which have already held two rounds of talks.

## Chemical spills spark debate

By Ariane Genillard in Bonn

CONCERN about safety and environmental protection measures in the German chemical industry intensified yesterday as parliament announced an emergency debate on a series of accidents at plants operated by Hoechst.

At the same time, the federal ministry of environment ordered a government commission to investigate Monday's chemical explosion at a Hoechst plant near Frankfurt, which left one worker dead and another suffering from third-degree burns.

Mr Klaus Töpfer, the environment minister, called for tougher application of safety controls enforced by the state-run Technical Inspection Agency, TUV.

He said: "We have to bring in external expertise, for example by sending in the TUV to these plants to review safety precautions."

The German Chemical Industry Association rejected stricter controls, saying that chemical enterprises were already making all necessary safety checks in their plants. "I do not think that safety standards could be increased by external expertise," Mr Wil-

fried Sahn, chairman of the association, said.

But the explosion, following a series of accidents at Hoechst plants, amounts to a severe public relations setback for the chemical industry, which came under attack both in the press and among politicians yesterday. Less than a month ago, an accident at Hoechst released tonnes of chemicals into the sky over a Frankfurt suburb. Last Friday 100 litres of a potentially poisonous solution were discharged into the Rhine.

Mr Michael Müller, environment spokesman for the opposition Social Democrats, said yesterday that 11 accidents in the space of a few weeks must produce some response from legislators. "Clearly, the current security measures are not adequate to reduce the potential danger of chemical production," he said. "It is a worrying sign that Hoechst itself cannot give precise information about the dangers resulting from the emissions."

The environmental group Greenpeace yesterday blocked the main Hoechst plant near Frankfurt after the company refused to allow it to take samples of water and earth from the site.



Klaus Töpfer: called for tougher application of safety controls and the use of external expertise

## Union threatens German steel strike

By Judy Dempsey in Berlin

THE German steel employers association meets tomorrow to decide its next step after the breakdown of arbitration talks with IG Metall, the country's giant engineering union, over a wage settlement for the east German steel industry.

The fifth round of talks unexpectedly broke down in Berlin after IG Metall rejected a 9 per cent pay offer by the employers association. IG Metall said yesterday it would

continue to insist on a 20 per cent increase, agreed under a programme of equalising pay between western and eastern German workers by April 1994.

The union said it expected the employers to follow Gesamtmetall, the metal and electrical employers' association, in revoking the March 1991 contract when it meets tomorrow. The union said if that happened it would respond with warning strikes, followed by a ballot on a full strike if

IG Metall's 20,000 members in east Germany did not receive the 20 per cent pay rise on April 1.

Rank-and-file support for such action is uncertain. Since Gesamtmetall revoked earlier this month the contract guaranteeing east German metal and electrical workers a 26 per cent wage increase, several factory managers in the region have started negotiating separate pay deals with the unions.

A foreign manager of a company which has invested

heavily in eastern Germany, said yesterday he was prepared to offer a 15 per cent increase. "This is realistic in view of the fact that our productivity is 65 per cent of west German levels," he said.

IG Metall yesterday shrugged off moves towards separate wage agreements, saying that warning strikes would reveal whether its members were prepared to continue to pay west German prices while earning east German wages.

**Socialists call for steeper carbon dioxide reductions than planned**

## MEPs seek cut in emissions

By David Gardner in Brussels

THE Socialist group in the European Parliament called yesterday for a 20 per cent cut in CO<sub>2</sub> emissions by the year 2005 – a much steeper reduction than the target the Community is already

struggling to meet.

The ambitious target is part of a list of 55 environmental measures the Socialists are advancing as a programme the EC should now take up with the same vigour the Community demonstrated in creating the single European market, which came into force this year.

The EC is committed to stabilising CO<sub>2</sub> emissions at 1990 levels by 2000, although Germany and Denmark have

set themselves the 20 per cent cuts the Socialists are calling for by 2005, and Belgium and the Netherlands are aiming at 5 per cent cuts by 2000.

The 1991 Socialists MEPs are the largest bloc in the European Parliament, and one of their number, Mr Ken Collins, Labour Euro-MP for Strathclyde East in Britain, chairs its environment committee, which has had significant influence in shaping EC "green" standards.

The committee is one of the most heavily-lobbied bodies in the EC, especially by industry.

The programme calls for early agreement on the controversial energy tax proposed by the European Commission to cut CO<sub>2</sub> emissions and combat global warming, and manda-

tory energy efficiency standards on a wide range of appliances such as boilers, washing machines and cars.

It would also introduce a general duty for manufacturers to take back and recycle "end-of-life" products, move towards a comprehensive system of environmental liability, and strictly enforce environmental impact assessment on construction projects and all EC-funded programmes, in and outside Europe.

EC environmental impact assessment rules have been an area of consistent friction between Brussels and all member states, particularly the UK, although the Commission has been backing away from legal action for fear of further upset in the tortuous ratification of the big idea must be the environment.

Mr Collins, presenting the 55-point programme in Paris yesterday, said: "It is now eight years since the White Paper on the completion of the internal market, and the project is all but complete. We must now plan for the next decade and the big idea must be the environment."

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Meanwhile ministers from central and eastern European countries meeting in Prague yesterday failed to agree on a framework for a multilateral solution to deal with the expected flow of refugees likely to result from the tightening of the asylum law changes.

Ministers and deputy ministers are due to meet again on March 22 to discuss the issue.

sun's spokesman that the Congress was trying to restore communism.

"We just need to work," he said, supporting a statement by regional chief's calling for a moratorium on all elections and referendums this year and next. "Let those who started reforms carry them through and take responsibility for them."

Dr Vyacheslav Slin, deputy chief of the Murmansk regional administration, was alone among those surveyed in sharing the president's fears: he pointed out that if radical reforms were not allowed to succeed, regions would try to fend for themselves and accelerate a break-up of Russia.

But he said he doubted Mr Yeltsin could count on sufficient support from structures like the army to introduce presidential rule. With most Russians disillusioned with politics, many regional chiefs feared that a referendum turnout would be low.

Many are looking for change from the government of Mr Viktor Chernomyrdin, who has pledged tough financial policies combined with the removal of special tax privileges for individual regions and enterprises.

Mr Grigory Shamin, head of the regional council of Tomsk in Siberia, complained that last year the federal government had allowed regions only 19 per cent of revenues, but that individual regions, including Tomsk, had been able to keep 50 per cent after lobbying Moscow.

"Why don't they just give us all 40 per cent?" he asked.

Mr Viktor Sirenko, deputy governor of Sakhalin Island, said Moscow had to stop treating the regions "like slaves".

## Regions weigh up Moscow power struggle

By Leyla Boulos in Moscow

FROM Sakhalin Island near Japan to Murmansk near Norway, Russia's regions are weighing up the consequences of the political crisis in Moscow with less trepidation than President Boris Yeltsin.

As Mr Sergei Shakhrai, Mr Yeltsin's chief legal adviser, met the heads of local emergency committees, local officials interviewed in a straw poll yesterday were sceptical about the need or likelihood of extraordinary measures.

While the legislative and executive branches battle it out in Moscow, Russia's 89 constituent republics and regions are demanding more freedoms to run their affairs as promised in a federation treaty signed by all parties last year.

Under threat from a Congress of People's Deputies, Mr Yeltsin has argued that only a strong presidency can push through radical economic reforms and keep together a country spanning 14 time zones.

But Ms Zoya Kornilova, both a deputy and the official representative in Moscow of Sakha, the autonomous republic which produces most of Russia's diamonds, said the Congress had spared President Yeltsin a humiliating defeat by banning the referendum he wants. "He has enough powers. He just has not used them effectively," she said, adding that Sakha, better known as Yakutia, could not guarantee that a referendum would obtain a quorum.

Mr Ivan Shabunin, head of the regional administration of Volgograd in southern Russia which has forged ahead with economic reforms, dismissed a statement by President Yelt-

inian that he would count on sufficient support from structures like the army to introduce presidential rule. With most Russians disillusioned with politics, many regional chiefs feared that a referendum turnout would be low.

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A final communiqué said ministers would intensify their efforts to establish standardised agreements on the return of refugees.

The countries represented at the meeting are nevertheless expected to agree to measures to strengthen their borders against the flow of thousands of would-be immigrants making their way westward in search of a better life.

Czech officials sought to put a brave face on disappointing results for a conference which it was hoped would help soothe German concern at lax border controls in central and eastern Europe and lay the ground for a broader solution to deal with the thousands of immigrants who might be expelled from Germany.

The Bonn government, whose decision to tighten its asylum laws followed a wave of violent anti-immigrant protests, was not invited to the meeting. But officials said the meeting did not aim to confront Germany but to find ways to improve co-operation on resolving the issue.

Several hundred thousand immigrants, many of whom travelled through Poland and the Czech Republic, may be forced to leave Germany once the new asylum laws are enforced. Prague and Warsaw want to ensure immigrants are not dumped on their doorstep.

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## Escudo knocked by conflicting signals

Peter Wise on a crisis of confidence after Portuguese central bank deputy chief's resignation

PORTUGAL'S financial markets, disoriented by contradictory signals from the government and the central bank, lapsed yesterday into a crisis of confidence after the resignation last Thursday of the bank's deputy governor in an apparent policy rift with the government.

The Bank of Portugal said it had again had to intervene to defend the escudo from speculation as the currency opened at a low Es33 to the D-mark. Heavy central bank buying through

# Serb leader pledges to let convoys pass

By Robert Mauthner,  
Diplomatic Editor

MR Radovan Karadzic, the Bosnian Serb leader, yesterday gave an undertaking to the United Nations High Commissioner for Refugees that blocked relief convoys would be allowed to pass through Serb lines to besieged Moslem towns in eastern Bosnia.

The UN High Commissioner, Mrs Sadako Ogata, yesterday received an assurance to this effect from Mr Karadzic, whom she had telephoned from Geneva.

The Bosnian Serb leader, it was reported, was speaking in the presence of President Slobodan Milosevic of Serbia.

UNHCR spokeswoman Lyndall Sachs said that Mr Karadzic had also promised that aid workers would be allowed to enter the besieged town of Srebrenica and that the sick and wounded could be evacuated.

Combatants would also be allowed to leave, on condition that they surrendered their arms.

However, the UNHCR had earlier said that it would not allow any convoys to proceed to Srebrenica, after the Serbs had refused to allow them to have a military escort or radio communications.

According to UNHCR officials, some 60,000 people were cut off in Srebrenica, which UN relief convoys have

failed to reach in 11 months of fighting and where dozens of people a day are dying of hunger, starvation, disease and war wounds.

In addition, thousands of refugees from neighbouring Moslem townships captured by Serb militia have swollen the population of Srebrenica and many are sleeping in the open air and suffering from exposure.

Mr Karadzic was due to fly to New York yesterday for peace talks with leaders of the other warring parties, under the chairmanship of Mr Cyrus Vance and Lord David Owen.

President Alija Izetbegovic of Bosnia, the Moslem leader, was also reported to have left for New York from Sarajevo to attend the peace negotiations.

Ms Sachs said that General Philippe Morillon, the UN military commander in Bosnia, who has set up temporary headquarters in Srebrenica in an attempt to make the Serbs let in aid, was due to have more talks later with Bosnian Serb army commanders.

France, which has expressed full support for General Morillon, said yesterday that getting international aid into Srebrenica was a test of Serb will to contribute to the peace process in Bosnia.

A French Foreign Ministry spokesman said that continued obstacles to the delivery of humanitarian aid to Srebrenica would be a serious blow to the UN Protection Force in the former Yugoslavia.

## Economists urge Emu fast track

By David Buchan in Paris

FOREIGN exchange markets need a fast-track move by Europe's strong currency countries towards closer monetary co-operation to convince them of the feasibility of economic and monetary union (Emu), a group of senior French economists said yesterday.

The group, assembled by the Commissariat du Plan, the French government think-tank, issued a report calling for "an informal Emu among the hard-core countries" of the present European Monetary System.

This could start once the Maastricht treaty was ratified, and take the form of "semi-institutional" agreements by the hard-core countries to stabilise their currency parities, the study said.

M. Jean-Michel Charpin, senior economist at the BNP bank who presided over the

group study, said last September's monetary crisis had sown serious doubt in the markets about Emu's feasibility. These doubts could only be removed by a new initiative, he said.

Creating a network of specially

close monetary co-operation between some EC states would not be contrary to the Maastricht treaty, and could be achieved within the framework of the European Monetary Institute to be set up under the treaty, the report claimed.

The report reflects similar sentiments inside the French presidency and in the opposition, which has pledged to give autonomous status to the Banque de France soon after its expected election victory this month. But, in contrast to the economists, most French politicians do not want to say anything in public which could jeopardise ratification of the Maastricht pact in Denmark and Britain.

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## Socialists to pay price of jobs failure

Persistent unemployment is the big issue in the French election, writes David Buchan



IF THERE is one overwhelming reason why France's Socialist ministers seem certain to lose their jobs in this month's parliamentary election, it is the country's unemployment rate, standing at 10.5 per cent in January and expected to go higher.

This issue has occupied more broadcast airtime and filled more newspaper column inches than any other in the campaign. All the more so because the mainstream parties are not united within themselves on the best prescription for unemployment — although, broadly, the right wants to cut labour costs while the left prefers work-sharing.

Only on the extremes are simple solutions offered. Mr Georges Marchais, the Communist party leader, plugs on for a reduction in the working week from 38 to 35 hours with no cuts in pay, while Mr Jean-Marie Le Pen, the National Front leader, blames immigrants for displacing French workers.

France's unemployment rate is no worse than Britain's or Italy's, and better than Spain's, despite some calculations by the opposition. The latter claims the true number of jobless is nearly double the 2,992,600 recorded in January. To arrive at a total of 5m-6m French citizens "excluded" from the labour market, they include not only young people in government short-term work schemes but everyone drawing welfare payments.

Yet France has special problems. One is that its unemployment rate seems to rise just as fast as other countries' in bad economic times, but to fall far less during good times. Its jobless rate hit 10.5 per cent in 1987, but in the three following boom years, it fell only 1.5 percentage points, compared to a 3-point drop in (western) Germany and a 5-point fall in Britain.

Predictably, this puts a high share (30 per cent at present) of people into the category of the long-term unemployed, defined as those without a job for more than a year. When he took office last April, Prime Minister Pierre Bérégovoy made a bold, not to say rash, promise to take all long-term unemployed (some 900,000 at the time) off the dole queues within six months.

Virtually all the long-term jobless were given in-depth interviews. Some found a place in the labour market and many others were put in training schemes. But it was like trying to keep the Atlantic out with a mop. By November, for every person taken off the dole, someone else had fallen into



French farmers throw potatoes at riot police in Pontivy, north-east France. Some 800 farmers on Monday dumped 8,000 tons of potatoes on the road, cutting off the town for several hours, in a protest aimed at demanding government compensation for a drop in potato prices.

their 13th month of unemployment.

Another black spot is youth unemployment. Of those under 25, one in five is without a job. Part of the blame lies with France's generally excellent school system, which reserves technical and vocational training for those who have passed its all-round educational tests.

Hence, tailoring a more specific apprenticeship system to France's unemployment as well as industrial needs has been a big theme of the campaign.

A study published by the Paribas bank yesterday claims that the country's guaranteed minimum wage, known as the SMIC, is in large part responsible for pricing the least qualified workers out of the job market. It notes that the SMIC has doubled in real terms over the past 20 years, rising faster than average pay.

When he was finance minister, Mr Bérégovoy suggested a lower SMIC for young workers.

But he got no support from fellow Socialists, and even the opposition has steered away from altering the minimum wage.

But the opposition has attacked the French system of loading most of the cost of the welfare system not on general income tax but on company payrolls.

These "social charges" can add an extra 40 per cent to the cost for an employer of taking on a new worker.

The opposition's general thrust has been to call for these charges to be gradually transferred to the national budget and financed out of

general taxation. But, in the short term, the RPR Gaullists and centre-right UDF disagree over precisely how to do this without increasing the already swollen budget deficit.

Virtually the only new

Socialist theme during the campaign has been work-sharing, the idea of spreading available work around more people.

Mr Jacques Chirac, the RPR leader, has ridiculed this as

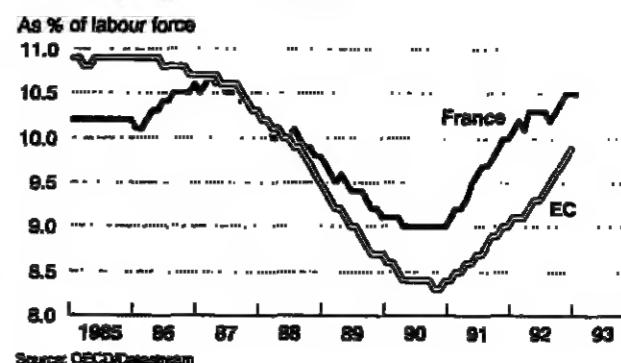
unfeasible because those in

existing jobs will not accept

less pay for less work. Most

Socialists, including Mr Chirac's expected presidential

### Unemployment rates



Source: OECD/CEC

See Editorial Comment

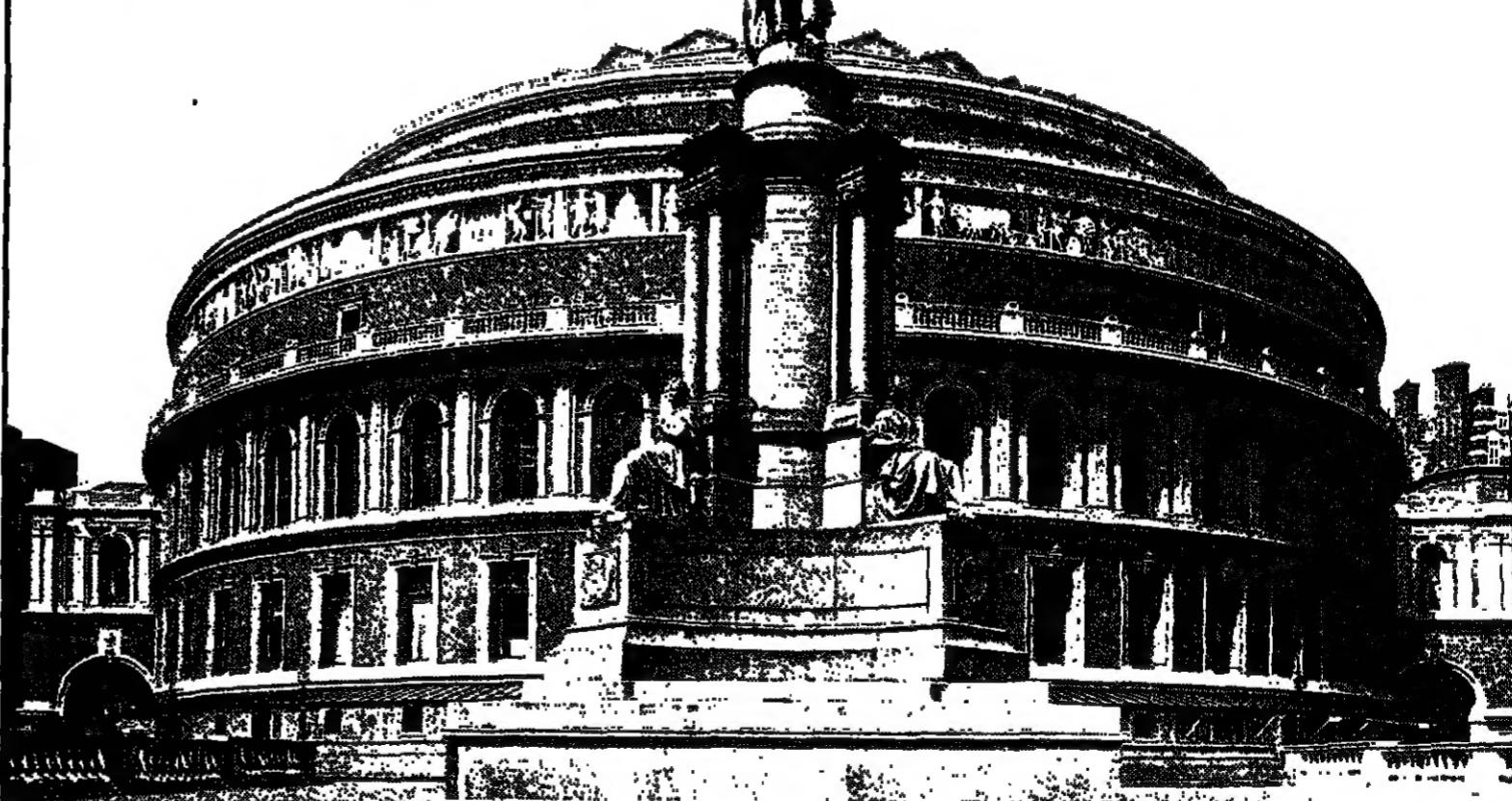
The St. Gotthard Tunnel cuts through the Swiss Alps.

Freedom of the press is established in France.

Impressionism sends the art world reeling.

**Bank of Tokyo opens its first office in Europe.**

# 1881.



Royal Albert Hall, London, late 19th century

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## NEWS: INTERNATIONAL



• Jiang Zemin, party general secretary, wipes his brow as he speaks to Prime Minister Li Peng at yesterday's financial meeting



• A delegate at the National People's Congress finds the two hours of financial speeches tedious during the second day of the Congress in Beijing's Great Hall of the People



• Another delegate finds state planning speeches and budget forecasts too much



• Governor Chris Patten appears wind-swept as he answers press questions yesterday

## China reduces deficit and increases defence spending

By Tony Walker in Beijing

CHINA'S budget deficit would reach Yuan 84.6bn (\$14.7bn) for 1993, a slight decrease on the actual deficit recorded last year, Mr Liu Zhongli, finance minister, announced yesterday. He also pledged an increase in defence spending of 12.4 per cent to \$1.5bn.

Speaking on the second day of China's National People's Congress, or parliament, Mr Liu said mismanagement and waste in state-run organisations and a shortfall in tax revenues had contributed to "great financial difficulties."

Some two-thirds of China's state-owned industries, which account for about 50 per cent of industrial production, racked up huge losses last year, adding to burdens on the exchequer. Last year's deficit reached Yuan 90.49 (\$15.7bn),

or about five per cent of GNP.

The 1992 deficit represented an increase of 24.6 per cent on the previous year.

Mr Li said total revenues this year were expected to reach Yuan 452.23bn (\$78.5bn), an increase of eight per cent over 1992. Expenditures were projected at Yuan 472.7bn (\$80.2bn), up 6.8 per cent.

This year's boost to defence spending will mark the fourth year in a row that the military will receive a substantial increase; however, published expenditures for the services account for only a relatively small proportion of the actual cost of maintaining China's offensive capability.

Mr Liu also announced increased spending of about 9.8 per cent on education and 10.8 per cent on science and technology.

Investment in agriculture

will increase by 9.8 per cent.

Chinese officials also outlined planning targets for the coming year based on anticipated growth in gross national product of 8 per cent.

Mr Zou Jialu, the vice premier in charge of the state planning commission, said these estimates were conservative and it was "expected they would be exceeded in implementation."

Mr Zou said the demands of new investment would continue to drive the economy in 1993. He predicted that activity would continue to be "rather brisk." China registered economic growth last year of 12.5 per cent.

Mr Zou reported that in 1992 committed foreign investment in China doubled compared with the previous year. China absorbed \$11bn of foreign funds, and approved 47,000 for-

signed enterprises in 1992, more than the total of the previous dozen years.

On Monday, Mr Li Peng, the premier, forecast growth in the remaining years of the 1991-95 five-year plan of 8-9 per cent. This would enable China to achieve its goal with time to spare of quadrupling GNP between 1980-2000.

Ministers yesterday also revealed more details of a comprehensive restructuring of ministries and government departments to reduce duplication and waste. A number of ministries will either go or be merged, and staff slashed across the board.

The NPC, which will meet for the next two weeks, will endorse constitutional changes, and approve the appointment of new personnel, including a head of state and several vice premiers.

By Tony Walker and Simon Holberton

HONG KONG's governor Chris Patten came under vituperative attack yesterday in the People's Daily, newspaper of the Chinese Communist party.

Singling out Mr Patten's observation that it "takes two to tango" in reference to stalled negotiations on Hong Kong's future, the party newspaper charged that "tango dancing has made Chris Patten's head dizzy and speech incoherent".

"Just as Hong Kong was going on a road of peaceful transition, God knows how, there comes a Chris Patten. We'd like to warn this shameless politician to stop his clumsy show."

In Hong Kong was going on a road of peaceful transition, God knows how, there comes a Chris Patten. We'd like to warn this shameless politician to stop his clumsy show."

betrayal of earlier agreements reached with Britain on a smooth transition to Chinese rule in 1997.

British officials in Beijing said they were waiting for the dust to settle on almost constant attacks levelled against Mr Patten since last Friday before making judgments about possible diplomatic

forecast in its budget.

Mr Lin said he feared the stock and property markets would be affected by the current political uncertainty. "The knock-on effects caused by the influence on the property sector will spread to even wider areas."

Mr Patten was, however, unbowed yesterday. After a

government, Mr Patten said: "I don't intend to use the sort of language which is very often being used about Hong Kong by others."

The Hong Kong stock market has seen steep falls in share prices over recent days as investors took flight after China criticised Mr Patten's reforms. Stock market analysts said that in the absence of these attacks there would probably have been a rise in share prices.

Yesterday the market recovered some of the losses sustained in trading last Friday and on Monday. The Hang Seng Index rose 125.43 points, or more than 2 per cent, to end at 5,880.4.

Government figures also showed a strong rebound in property market transactions in February when turnover rose 10.8 per cent from January's exceptionally low level. Property transactions in the first two months of 1993 were 5.3 per cent up on that same period last year.

## Beijing unleashes fury on Patten

By Tony Walker and Simon Holberton

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moves to quieten the tempest.

In Hong Kong a senior official of Bank of China warned that the colony's economy would suffer from "the instability" Mr Patten's reforms would bring to Hong Kong. Mr Lin Gunagzao, the bank's deputy director, said Hong Kong's real growth rate could be cut by up to 1 percentage point this year from the 5.5 per cent the Hong Kong govern-

ment forecast in its budget.

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## Seoul plays down N Korea tension

By John Burton in Seoul

SOUTH KOREAN defence officials said yesterday they had not detected any unusual military activity in North Korea in spite of the country being placed on a "semi-war" footing last week.

Pyongyang took the step in response to the large US-South Korean Team Spirit military exercise, while also withdrawing from the nuclear non-proliferation treaty.

The Seoul officials said current military movements in North Korea were consistent with battle mobilisation measures taken in reaction to previous Team Spirit exercises, which have been held since 1976.

Mr Kwon Young-hae, South Korean defence minister, told the National Assembly that Seoul had consulted Washington on the possibility of some of the US troops taking part in Team Spirit staying in South Korea after the exercise ends tomorrow.

But defence officials said if North Korean military activity remained normal, this request was unlikely to be made.

The US military command in South Korea said there was no change so far in plans to take the 65,000 US troops mobilised for Team Spirit from the country.

The exercise tests US ability to reinforce its 38,000 troops in South Korea in the case of war. North Korea has routinely

## Iranian exile shot dead

## Israel violence hits peace hopes

By Roger Matthews in Jerusalem

ONE Palestinian was killed and more than 60 suffered bullet wounds in Gaza yesterday, as intensified violence in the occupied territories cast a deeper shadow over the prospects for a resumption of Middle East peace negotiations.

The mood in the occupied territories and Israel itself contrasts strongly with the upbeat assessment of the peace process provided by President Bill Clinton and Mr Yitzhak Rabin, Israel's prime minister, after more than three hours of talks at the White House on Monday.

A spokesman for Mr Rabin said the deportation issue had already been dealt with and had not featured in his talks

three days earlier than expected from the US in order to address the problem of worsening violence.

The clashes yesterday between Palestinian demonstrators and Israeli troops at the Khan Younis refugee camp in Gaza were said to be the worst since the outbreaks which followed the deportation of 415 Palestinians by Israel to southern Lebanon in December.

Palestinian negotiators insist they will not resume peace talks until Israel makes a public commitment not to resort to mass deportations in future.

Mr Clinton said on Monday that the deportation issue had already been dealt with and had not featured in his talks

with Mr Rabin. This further angered the Palestinians and Mrs Hanan Ashrawi, the spokeswoman for the negotiating team, said it was a mistake for the US and Israel to think they could just push the issue to one side.

In Gaza, doctors said that a 17-year-old boy died after being shot in the chest and they had treated many more with bullet wounds, four of whom were in a serious condition.

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## Algerian ex-minister murdered

A FORMER minister was shot dead as he left his home in suburban Algiers yesterday, AP reports.

The official Algerian news agency APS said Mr Djilali Lilaib, 45, was shot at his home in Ben Omar by three gunmen who fled. The gunmen shot him three times in the head, witnesses said. Ben Omar is in south-east Algiers near Kooba, a stronghold of Moslem militants, who have faced a tough government crackdown for more than a year.

Mr Lilaib left government last July to head the National Institute of Strategic Global Studies. He was numbered among intellectuals known to be sympathetic with the army-backed committee running the country and against the Islamic extremists.

He was a former professor of sociology and had directed several political research studies before joining the government in June 1991.

Mr Lilaib was recently named head of the "Group of Experts 2015", to draw up a study on Algeria's future.

The murder was the second attack on a politically prominent intellectual in three days. On Sunday Mr Hafid Senhadji, chief of staff at the Ministry of Vocational Training, was seriously wounded by gunmen in a stairwell of the building where he lived. He remains in a coma.

## Bomb damages Egyptian tour buses

By Mark Nicholson in Cairo

A BOMB explosion damaged seven empty tour buses parked yards away from the Egyptian Museum in Cairo's busiest square yesterday, one of a series of attacks a week after Egyptian security forces launched a tough crackdown on suspected Islamic militants.

Tourists had left the buses for the Egyptian Museum, one of Cairo's most popular attractions, just 100 yards away. No one claimed responsibility. But it appeared a defiant gesture from Islamic militants who have waged sporadic attacks on tourist targets for much of the past year - considerably

busting Egypt's precious tourism earnings.

The explosion took place during the midday rush in Tahrir Square, scene last month of a coffee-shop bombing which killed three.

It came in the teeth of tightened security at all Egypt's tourist centres and intensified operations against suspected members of the Gama al-Islamiya, the underground Islamic group behind most recent attacks.

Bus drivers in Tahrir Square said their vehicles had been searched for bombs just 30 minutes before the blast.

An explosive device was also found and defused in a build-

ing housing "foreign experts" in a central Cairo suburb, according to the semi-official Al-Ahram news agency.

Meanwhile, militants launched three bomb attacks on police in Aswan, the tourist centre in Upper Egypt where police last week stormed a mosque and shot dead nine alleged members of the Gama al-Islamiya.

The clashes follow a week of incidents as Egyptian security forces have followed up the Aswan raid and simultaneous dawn raids last week on eight alleged militant hideouts in Cairo in which a total of 23 people died.

A total of 35 thirty-five

alleged militants were arrested and one policeman killed during a security sweep in Assuit, Upper Egypt, on Monday, the same day security forces were reported to have rounded up 24 people in Alexandria.

The US embassy on Monday called in around 40 members of the US business community to discuss security, following a threat earlier this month by Gama's al-Islamiya to attack foreign investments.

The embassy stressed only that businesses should step up routine precautions.

"There was no recommendation to leave Egypt or take any drastic measures," said one businessman present.

## S African budget must address conflicting aims

Philip Gavith reports on the harsh constraints on Derek Keys as he presents his plans today

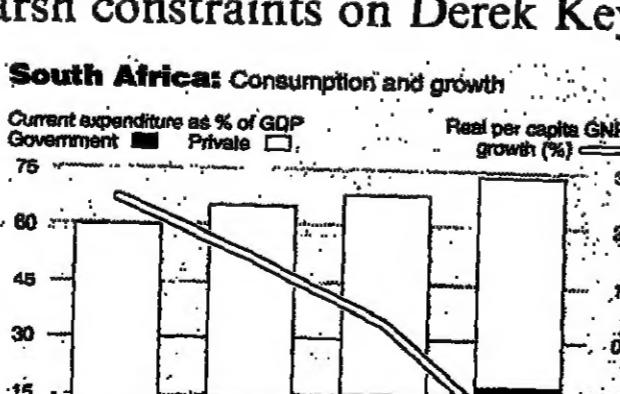
M R Derek Keys, an accomplished bridge player and a self-acknowledged "deal-maker", will be hard pressed to pull any tricks from the dog-eared fiscal hand he has been dealt when presenting South Africa's budget to parliament this afternoon.

Expectations of the country's finance minister are high. It is a measure of the importance of today's budget that it has managed to overshadow, in recent days, the country's normal political preoccupations.

And while taxation changes will enjoy the normal close scrutiny, the focus of attention will be on the bigger picture. Observers are hoping Mr Keys's first budget, and probably the National party's last, will mark a new era in the management of government finances.

In this sense, it is the second instalment in a two-part package. Last week saw the long awaited release of the government's economic restructuring plan - a 305-page document which details the dramatic changes required if South Africa is to achieve the sort of

### South African Consumption and growth



pie-in-the-sky estimates of economic growth. Best estimates suggest the budget deficit target is likely to be R25bn (\$5.5bn), or 6.5 per cent of GDP. Less than that would not only stretch the credibility of the bond markets, but would also risk aggravating the current recession. The reduction is most likely to be achieved through a real decline in government spending - certainly in the consumption

component - and an increase in the VAT rate, probably to 13 per cent from 10 per cent now. Second, he will be required to prove the government's commitment to restructuring, as outlined last week, by making a serious attempt to implement these goals. A good start has already been made with the government standing firm in its refusal to offer civil servants - whose wage bill is more than half of all state spending - a wage increase of more than 5 per cent.

Finally, and perhaps most importantly, his budget will have to enjoy credibility with the African National Congress, the main black political grouping, and its trade union ally Cosatu. Without their support - or, at least, the absence of outright opposition - sane economic management in South Africa is impossible. Mr Keys has acknowledged this, so it can be expected that he will go to some lengths to put a "human face" on the budget, stressing its developmental as well as its growth features.



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\*Source: Living Earth

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## NEWS: THE AMERICAS

# New Jersey setback for US gun lobby

By Jurek Martin  
in Washington

THE National Rifle Association, one of the most effective lobbies in the US, now finds itself in the unaccustomed position of losing some legislative battles over gun control.

On Monday, the New Jersey senate refused to repeat a state law which bans the sale of semi-automatic handguns and gives the 300,000 owners of such assault-style weapons a year in which to sell them out of state, disable them or turn them into the police.

The New Jersey law is among the country's toughest gun control measures. Proposed by Democratic Governor Jim Florio, it was enacted in 1990 by the legislature, then in Democratic hands.

It seemed ripe for repeal when Republicans took over the state's two houses, which repealed the bill last August. Mr Florio vetoed the repeal, but was himself overruled in the lower house. Intensive lobbying by the NRA seemed likely to induce the senate also

to override the veto, but in the end it voted 36-40, with 12 abstentions and two absences, to sustain the governor.

A local NRA official said the fight for repeal would continue in this November's gubernatorial and state elections. He promised to raise \$100 from each of the NRA's 600,000 members in the state and to use the funds in particular against Republican senators who had "betrayed" the cause.

Instant post-mortems in Trenton, New Jersey's capital, were that the NRA had overplayed its lobbying hand. Other factors cited included public unease over the current siege outside Waco, Texas, of a heavily-armed religious cult and many other instances of random violence.

Earlier this year, the Virginia legislature passed into law, again over heavy NRA resistance, a measure limiting the purchase of handguns by any individual to one per month, unless special permission to buy more is obtained from the police. Virginia was one of the easiest states in which to purchase guns.

## LEGAL NOTICES

## NOTICE OF PROPOSED IMPLEMENTATION OF PLAN OF COMPROMISE OR ARRANGEMENT TO HOLDERS OF 11-1/8% SENIOR DEBENTURES DUE AUGUST 15, 1992 OF BRAMALEA LIMITED

NOTICE IS HEREBY GIVEN that the Plan of Compromise or Arrangements (the "Plan") of Bramalea Limited (the "Corporation") under the Companies' Creditors Arrangement Act was approved by certain creditors of the Corporation at meetings held on February 17, 18 and 19, 1993 and sanctioned by orders of the Ontario Court of Justice (General Division) on February 24 and 25, 1993. The Corporation anticipates that the Plan will be implemented between March 22, 1993 and March 30, 1993 (the "Implementation Date").

The Plan provides that each series of senior debentures (collectively, the "Debentures") of the Corporation issued pursuant to a trust indenture dated as of August 15, 1985, as amended by ten supplemental indentures, between the Corporation and The Canada Trust Company and Montreal Trust Company of Canada as successor trustee (the "Trustee") will be amended effective on the Implementation Date (the Debentures amended are hereinafter referred to as the "1998 Debentures"). The 1998 Debentures will provide that 70 percent of the principal amount of the 1998 Debentures of each series held by each Debentureholder together with the amount of interest accrued on such principal amount up to but excluding the Implementation Date (the "70% Amount") will bear interest at a rate of 0.1 percent per annum as and from the Implementation Date to be capitalized annually (or at the option of the Corporation payable in cash) and be convertible into common shares of the Corporation at a price of the U.S. dollar equivalent of Cdn. \$1.00 per common share on the Implementation Date at any time at the option of the Debentureholders and, at the option of the Corporation, upon certain stated events as described in Supplement to Information Circular and Proxy Statement with respect to a Meeting of Senior Debentureholders dated November 27, 1992 which was mailed to Debentureholders on or about December 3, 1992. The remaining portion of the 1998 Debentures (the "30% Amount") will bear interest in accordance with the existing interest rates for each series of Debentures, which interest is partially capitalized throughout the period of the Plan, and will be convertible into common shares of the Corporation at any time at the option of the Debentureholders at a conversion price equal to the greater of the U.S. dollar equivalent of Cdn. \$1.00 per common share on the Implementation Date and the weighted average trading price during the 20 trading days prior to the date of conversion translated into U.S. dollars on the first business day prior to the date of conversion. Upon conversion of the 70% Amount, converting Debentureholders will also receive their pro rata portion of an additional 30.7 million common shares. The 1998 Debentures will mature on the fifth anniversary of the Implementation Date. In addition, in accordance with the extraordinary resolution of Debentureholders dated August 31, 1992, Lancaster Financial Corp. is entitled to receive from each holder of Senior Debentures one-half of one percent, payable in kind, of all 1998 Convertible Debentures, and the principal amount of 1998 Convertible Debentures otherwise payable on exchange of the Senior Debentures.

In order to exchange the 11-1/8% Senior Debentures due August 15, 1992 ("Senior Debentures") for the 70% Amount and the 30% Amount of 1998 Debentures (if) holders of Senior Debentures who hold their Senior Debentures must surrender the certificate(s) representing their Senior Debentures to the office of the principal paying agent set out below and sign and complete a letter of transmittal and (ii) holders of Senior Debentures whose Senior Debentures are held through Euroclear or Cedel, as the case may be, must forward their instructions to Euroclear or Cedel, as the case may be. Copies of the letter of transmittal are available at the offices of the Trustees, or principal paying agent set forth below. The method of delivery of the letter of transmittal and certificate(s) representing Senior Debentures is at the option and risk of the Debentureholder.

In order to expedite the exchange of Senior Debentures for 1998 Debentures, holders of Senior Debentures, Euroclear or Cedel may surrender their certificate(s) representing Senior Debentures together with a signed and completed letter of transmittal (or other instructions acceptable to the Trustees) prior to the Implementation Date to the principal paying agent. In addition, holders of Senior Debentures electing to convert either the entire 70% Amount, the entire 30% Amount or both of their Senior Debentures effective the Implementation Date may so indicate on the letter of transmittal (or by way of other instruction acceptable to the Trustees).

Upon receipt by the principal paying agent of a duly completed letter of transmittal (or other instructions acceptable to the Trustees) and the certificate(s) representing the Senior Debentures, the Corporation will forward or cause the Trustees to forward to each Debentureholder, or to Euroclear or Cedel, as the case may be, as soon as practicable, certificate(s) representing the appropriate number of 1998 Debentures. If the Debentureholder elects to convert the entire 70% Amount, the entire 30% Amount or both, the Corporation will forward or cause the Trustees to forward, in accordance with the instructions of the Debentureholder, certificate(s) representing the appropriate number of 1998 Debentures. In addition, Debentureholders who exercise their right to convert the 70% Amount will receive their pro rata portion of an additional 30.7 million common shares.

Further details of the treatment of Debentureholders under the Plan are contained in Information Circular dated October 1, 1992, Supplement to Information Circular dated November 27, 1992, Information Circular dated December 23, 1992, Supplement to Information Circular dated February 5, 1993 and Second Supplement to Information Circular dated February 16, 1993, copies of which have been previously mailed to Debentureholders and which are available from the Trustees at any of its branches set forth below.

DATED at Toronto, Ontario, Canada, this 16th day of March, 1993.

BRAMALEA LIMITED  
Marvin Mandell  
President and Chief Executive Officer

Charles Simos  
Senior Vice-President,  
General Counsel & Secretary

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The NRA was also embarrassed last week when it was forced to fire one of its senior lobbyists in Washington for having spread unsubstantiated rumours that Ms Janet Reno, the new attorney general and a staunch advocate of gun control, had been arrested, though never charged, on suspicion of driving under the influence.

Interviewed on television, Mr Wayne La Pierre of the NRA's national headquarters, advanced his organisation's standard line that gun control was not the way to attack crime in the country either at state or federal level. He argued against the pending Brady handgun control bill favoured by President Bill Clinton and soon to be considered again by Congress, and in favour of building more prisons and tougher jail sentences.

Earlier this year, the Virginia legislature passed into law, again over heavy NRA resistance, a measure limiting the purchase of handguns by any individual to one per month, unless special permission to buy more is obtained from the police. Virginia was one of the easiest states in which to purchase guns.

With the Supreme Court due to decide within two weeks whether to proceed with criminal charges against the former president, removed in impeachment proceedings over corruption charges, Mr Collor's last shreds of honour are being stripped away by the revelations now rocking Brazil in the latest episode in the Cain and Abel saga between the two Collor brothers.

Mr Collor has pleaded for people to ignore the damning extracts being published in the *Jornal do Brasil* from a book by his vengeful younger brother Pedro whose denunciations last year led to the president's downfall.

A handwritten letter from Mr Collor to the media accused his brother of being "sick in body and soul," adding: "Isn't

# Most banks agree deal but the IMF remains a serious obstacle Brazil moves closer to accord on debt

By Stephen Fidler in London  
and Christina Lamb  
in Rio de Janeiro

\$150m. According to Mr William Rhodes, vice-chairman of Citibank, which heads the Brazilian bank steering committee, the accord was "doing very well".

About 800 financial institutions accounting for almost 97 per cent of the \$44bn of commercial debt had assented to the restructuring agreement, which allows banks the choice from six options, he said.

Bankers said the accord now faced two hurdles: one concerning the so-called balance of

the deal, and the other surrounding the question of whether Brazil will be able to secure an agreement with the International Monetary Fund.

Demanding balance, Brazil

has reserved its right to reopen negotiations if too many banks

concentrate on the option that

would prove most costly to

Brazil, the so-called *par bon*.

Bankers said yesterday that

the deal would need "rebalancing"

but that this process

would not be so difficult as in

the recent Argentine agree-

ment. Citibank and a number of other banks had chosen to provide an element of new money under the restructuring.

The possibility of using the

country's liquid foreign

exchange reserves - now at a

healthy \$26bn - to provide a

bridge until an IMF agreement

is in place is likely to be dis-

cussed in the weeks ahead.

The last word rests with the

Brazilian senate which must

approve the deal.

## Second bite urged at budget deficit

By George Graham  
in Washington

PRESIDENT BILL CLINTON is being urged to plan for a second attack on the US budget deficit after his current four-year deficit reduction plan, in an attempt to restore US competitiveness.

The Competitiveness Policy Council, set up by Congress in 1990 to develop strategies for improving US productivity and competitiveness, yesterday called for the elimination of the federal budget deficit by the year 2000, or even better the creation of a budget surplus, as an essential step towards freeing enough savings to finance an expansion in US investment.

Mr Fred Bergsten, director of the Washington-based Institute for International Economics and the council's chairman, said he welcomed the economic programme outlined by President Clinton as a first bite at the problem; indeed, the Clinton plan draws in several areas on the council's work.

"We are saying he should have in mind that the first four-year tranche may not be enough," Mr Bergsten said.

In its second annual report, presented to Congress yesterday, the council, which groups leaders from business, labour, government and academia, calls for a central national goal of nearly tripling productivity growth, to at least 2 per cent a year, by the end of the century.

That would require "increasing national investment by at least 4 to 6 per cent of GDP, or about \$300bn annually at current prices," the report says, adding that "most of the expansion must come from the private sector."

If this is to be financed internally, instead of by continuing to depend on foreign capital, the council argues, the national savings rate will have to rise by 5 per cent to 7 per cent.

"Those are ambitious goals, but we think they are doable," Mr Bergsten said.

As some of the policies advocated by the council would involve increased spending, the report lists options for a future round of spending cuts and tax increases.

## Current account shortfall in US rises to \$62.4bn

THE US current account deficit climbed back to \$62.4bn last year, with an improved surplus on services partially offsetting a widening merchandise trade deficit and declining income from overseas investments, George Graham writes from Washington.

The US surplus in services payments rose to \$35.1bn from \$45.3bn in 1991, but net income from foreign investments fell to \$10.1bn from \$16.4bn in 1991.

The commerce department

also reported that housing

starts in February ran at an

annualised rate of 1.21m, 6 per

cent lower than a year ago.



Pedro Collor - vitriolic attacks on former president

it enough that they have taken away my political rights, my happiness, my peace... for the love of God, stop this!"

There is very little that Pedro does not accuse his brother of in his book which he says "will make the whole

world question how such a person could become president of Brazil."

In the first two

extracts alone he claims that

while in office the president

and his wife Rosane were

cheating on each other - both

with men - and that Rosane

blackmailed Mr Collor by

threatening to reveal his

alleged cocaine addiction and

wife-battering tendencies.

Pedro goes on to detail black

magic sessions by the first

couple and Rosane's mother in

which they jabbed pins into

models of their enemies. Pedro

also claims the presidential

couple sacrificed goats and

chickens and danced round

them in daily ceremonies to

try to ward off impeachment.

Pedro's book is not the only

one doing the rounds. In "A

Thousand Days of Solitude" by

Mr Claudio Humberto, Mr Collor's loyal ex-spokesman, Pedro is the mentally imbalanced villain who shoots at the refrigerator when he can't find the cheese.

Although Pedro is not

regarded as the most credible

source, any hope of Mr Collor's imminent return to public life is likely to be dashed

by the revelations which have

led news items throughout

Latin America.

Section 936 has been frequently attacked in Washington and it is not surprising that it has become a target in the deficit-cutting exercise. US Treasury officials have repeatedly claimed that the tax breaks cost the federal budget between \$2bn and \$3bn a year.

The president is suggesting that over a five-year period Section 936 be replaced by a 65 per cent tax credit on wages to companies which operate subsidiaries in the US Caribbean possession to return their profits tax-free to the mainland or to deposit profits in local banks without paying any federal taxes on the earnings of Puerto Rico's economy.

The deposits of about \$15bn (\$10.5bn) have become a pillar of the island's financial stability and the tax incentives have been seen by many as the main fuel for the rapid expansion

# Japan anger over Cocom 'breaches'

By Robert Thomson in Tokyo

AN ADVISORY body to Japan's Ministry of International Trade and Industry has accused European and US companies of violating restrictions on the export of sensitive technologies to China.

The Centre for Information on Strategic Technology, comprising industry representatives, said investigations of Chinese factories had identified a range of sophisticated machine tools, exports of

which were prohibited by the Co-ordinating Committee for Multilateral Export Controls (Cocom).

In recent years, Japanese technology producers have admitted exporting equipment illegally to the former Soviet Union and Iran, but the industry is angry that Japanese companies should be thought less ready than others to respect Cocom regulations.

The confidential Cistec report describes the results of visits to factories in Beijing,

Shanghai and other cities by member companies, which claim to have found a range of banned equipment apparently provided by US and European producers.

Delivery of the confidential report to Miti coincides with a debate within the Japanese government over exports of sensitive technologies to China.

Miti has supported an easing of technology export restrictions, but officials in Japan's Foreign Ministry are concerned

that some equipment could be used to help the Chinese army in its ambitions to develop high-tech weapons.

The ministry's concerns are shared by Washington. A Pentagon official said the US was concerned that China would use sophisticated technology to upgrade advanced military aircraft and other hardware acquired from Russia.

A Japanese ministry official said the government was torn between wanting to cultivate

ties with Beijing by providing sophisticated technology and longer-term fears that political instability in China could make the People's Liberation Army a volatile force in the region.

The US and European technology identified by Cistec members included a sophisticated machining centre, laser equipment, and advanced numerically controlled machinery, all of which could be applied to the manufacture of military hardware.

## India and Oman in accord on gas link

### NEWS IN BRIEF

## EC in S Korea chip agreement

By Mark Nicholson in Cairo

OMAN and India have reached preliminary agreement to build an undersea gas pipeline capable of delivering 50m cubic metres of Omani gas a day to industries on India's west coast. Gulf oil executives say the deal will be worth around \$4.5bn and could be completed within four years.

The two states have also agreed to build two 120,000 b/d oil refineries in India, with the Oman government partnering India's Hindustan Petroleum and Baharat Oil.

The Oman Oil Company, an arm of the country's oil and finance ministries, is to conduct a feasibility study on the 900km pipeline, which would have to pass over the continental shelf off Iran and Pakistan. Oil industry officials said a substantial part of the deal was likely to be financed by export credits. Oman has reportedly proposed a 40-year gas supply contract.

The Oman Oil Company has also signed a deal to link Kazakhstan's biggest oilfield with a coastal terminal. Both deals are part of Oman's attempts to diversify and broaden its hydrocarbons industry.

The deal with India would give Oman a reliable local market for its gas, proven reserves of which have doubled in two years to 490bn cubic metres. "If you look at the delivery costs to India, by ship or pipeline, the pipeline comes out favourably," says one industry official.

Oman will also supply crude oil for the two refineries to be built in India, under the memo of understanding signed at the weekend. Oman's national news agency said one would be built in central and one in western India.

Industry officials said the two deals offered a natural match between India's growing appetite for imported fuels and Oman's desire to exploit both its natural hydrocarbon reserves and its already strong diplomatic ties with the sub-continent.

THE European Commission has secured an agreement on minimum prices from three leading Korean manufacturers of memory chips, heading off the threat of extended anti-dumping duties. Lionel Barber reports from Brussels.

Goldstar, Hyundai, and Samsung have offered undertakings on future minimum prices as part of a new self-policing Korean producers' regime on memory chips, similar to an arrangement with Japanese producers. The deal ends a two-and-a-half year investigation which EC officials said showed substantial dumping margins varying between 15 per cent and 120 per cent of the EC border price. The Commission will, however, collect four months worth of duties imposed provisionally last September at a rate of 10.1 per cent on all imports of DRAM chips from Korea.

The new regime requires Korean producers to submit quarterly cost and sales data to the Commission, while those not taking part in the regime face an anti-dumping duty of 24.7 per cent.

The memory chip prices investigated were DRAMs, volatile memories used in most kinds of electronic equipment including computers and telecommunication systems.

## Peugeot forms Indian venture

Peugeot, the French carmaker, has overtaken Italian and Japanese competition to strike an agreement in principle for a joint venture with the Indian car group, Premier Automobiles, William Dawkins reports from Paris.

Peugeot and Premier Automobiles have signed a memorandum of understanding to set up an equally owned car assembly company in India, to produce Peugeot vehicles in 12 to 18 months from now. The joint venture will assemble around 60,000 cars annually at first. The partners are still finalising the choice of models.

## Czechs and Slovaks rejoin Gatt

The Czech and Slovak republics yesterday signed new accession protocols that will enable the newly separated countries to rejoin the General Agreement on Tariffs and Trade, Frances Williams writes in Geneva.

They ceased to be Gatt members when the former Czechoslovakia, a Gatt founder member in 1948, was dissolved at the end of last year.

## Fresh US-Japan chip link-up

Mitsubishi Electric of Japan and Digital Equipment, the second largest computer manufacturer in the US, are poised to agree to jointly develop and manufacture semiconductors, writes Michiyo Nakamoto in Tokyo. This move promises to accelerate the cross-border integration of the world semiconductor industry.

The deal will focus initially on the Alpha chip microprocessor developed by DEC, which Mitsubishi will manufacture mainly in Japan. In future, the two companies could jointly develop and manufacture new generations of semiconductors.

## Henan awards power plants

China's Henan province has signed a memorandum of understanding with Wing-Merrill International of the US to develop three coal-fired power plants, Andrew Baxter writes.

Two of the plants, each with a capacity of 1,400MW, will be sited near the provincial capital of Zhengzhou and will be built, owned and operated by a joint venture company to be established under the agreement. The third station will be built near Henan's northern border. Members of the consortium include Bechtel, Westinghouse and Riley Stoker from the US.

## Siemens shares US rail order

By Christopher Parkes in Frankfurt

SIEGEN, the German electrical engineering group, claimed yesterday that its share in a US order for 350 diesel-electric locomotives provided a firm base for further expansion in the American railways market.

The DM1bn (\$800m) order from Burlington Northern Railroad, one of the biggest rail freight carriers in the US, was the largest single investment in the history of US railways, Siemens said.

The lead contractor will be General Motors' locomotive division, EMD, which will build the engines in factories in Illinois and Ontario, Canada.

The Stuttgart-based group will earn around DM170m, excluding income from licences granted to EMD, from the supply of three-phase alternating current motors.

The first eight 4,500 horsepower locomotives will be delivered this year and the rest of the order will be completed by the end of 1997.

Compared with the direct current diesel-electric motors commonly used in the US, Siemens said its power units were cheaper to run and maintain.

General Motors is recalling 1.8m pickup trucks and sport utility vehicles equivalent to about 80 per cent of the vehicles' production to correct a transmission fluid problem, Reuters reports from Detroit.

## Nafta test for Clinton's team

Nancy Dunne on the conflicting demands of trade pact partners and dissident Democrats

AS President Bill Clinton's trade officials today begin their first important negotiation — over side deals for the North American Free Trade Agreement — they will be walking a fine line between their trading partners' sensitivities and the stiff demands from some members of their own party.

In meetings in Washington with the Mexican and Canadian chief negotiators — Mr Herminio Blanco Mendez and Mr John Weeks — deputy trade representative Rufus Yerxa will search for a formula to persuade the US Congress that the Nafta will not lure American companies south of the border with the promise of cheap labour and weak enforcement of environmental rules.

The negotiators must, at the same time, devise an enforcement mechanism that does not infringe on Mexican sovereignty or, even worse in American eyes, cede to Mexico a part of US sovereignty. Many labour activists believe the US wants no complaints filed in American courts about treatment of migrant Mexican workers by companies or growers north of the border.

Mr Mickey Kantor, the US trade representative, hopes to send the Nafta to Congress this summer in time to get it implemented as scheduled on January 1, 1994. The deal has wide support among Republicans, but to get the backing of enough Democrats for passage, the president will have to make the case that the pact will raise living standards and clean up pollution on the whole continent.

Still, there will be many Democrats such as Mr Craig Merrilees, director of the California Fair Trade Campaign, who supported President Clinton in the election but opposes the Nafta. He believes it is impossible to "fix" the pact because the administration is unwilling to confront two central dilemmas in the negotiations. These are the wage differential and the

environment. The wage difference between Mexico and its northern neighbours is what Mr Merrilees calls "the main reason that Nafta exists in the first place". If the administration attempts to close that wage gap through, for example, strict enforcement of labour right rules, support for the agreement will erode among corporations. The Mexican government will also oppose raising wages because it wants to be as attractive as possible to foreign investors.

"Mexican citizens don't have the right to petition their government," said Mr Merrilees. "They don't have due process. Their constitution is regularly violated by a regime that has been in power for 65 years." In his view, the question is how a government can be trusted to uphold enforcement promises.

**T**he support of Mr Richard Gephardt, the House majority leader, is the most crucial to the Nafta's passage. Just back from a trip to Mexico with Mr Merrilees and a group of other congressmen, he related to the House Ways and Means committee last week a number of environmental horror stories including one involving cows, whose milk is sold in Tijuana, dying from lead poisoning.

The current Nafta will do nothing to stem the tide of pollution that endangers the health, safety and welfare of citizens on both sides of our borders," he said. "Nor will it stem the hemorrhage of jobs to Mexico or help recreate the link between productivity and wages by empowering the workers through their unions and through their political system."

The Clinton solution, as defined last week by Mr Kantor, would be two tri-lateral councils on environment and labour, which may have the power to investigate environmental and labour violations.



Gephardt: his support is crucial

Mr Kantor argues that in many international agreements there is an authority to ask for, or even demand, certain data but no enforcement mechanism. "The mere fact of making that public usually persuades the government to react properly." If that does not convince the sceptics, Mr Kantor has another idea, borrowed from the intellectual property rights section of the current Nafta text. It would require Mexico to change its law, so that citizens could appeal decisions from administrative agencies in Mexican courts. The Clinton administration is also considering the possibility of using trade sanctions as an enforcement tool. The use of sanctions — even if Mexico and Canada agree — will not satisfy Mr Merrilees and his colleagues in the labour and environmental movements.

However, it may help bring Mr Gephardt on board if the Nafta is presented with a strong job retraining programme and a funding mechanism, such as cross-border tax on imports, dedicated to environmental clean-up.

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London Park Tower	£230 <sup>**</sup>	£156.75	£156 <sup>**</sup>
London Belgrave	£245 <sup>**</sup>	£152	£145 <sup>**</sup>
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## NEWS: UK

# Falling tax receipts hit public sector finances

By Emma Tucker,  
Economics Staff

BRITAIN'S public sector finances deteriorated last month following a sharp drop in receipts from Value Added Tax (VAT), the retail tax on all goods and children's clothing.

The public sector borrowing requirement in February was £5.4bn, £1bn higher than the market expected. The figure took the PSBR for the first 11 months of this financial year to

£27bn, compared with £7.4bn in the same period last year.

The large monthly shortfall compares with a modest borrowing requirement of £9.6bn in February 1992.

The increase in the PSBR could be explained partly by lower VAT receipts than in the previous two months, when a new system for collecting the tax brought receipts previously paid in February forward to January.

The Central Statistical Office figures showed VAT receipts

last month were £2.9bn compared with £4.3bn in February last year. In January receipts of £3.34bn contributed around £1bn to January's £2.8bn surplus in government finances.

Excluding privatisation proceeds - mainly the final call on the sale of British Telecom stock - the PSBR last month was £5.4bn.

High government cash outlays was another factor contributing to February's large borrowing requirement. Although central government spending

of £20bn was slightly less than in January, it was £2.7bn higher than in February last year. The CSO said that in the first 11 months of this financial year, total cash outlays were 1.5 per cent higher than in the previous year.

Income tax receipts were also lower, underlining the impact of the recession on government revenue. The government collected £3.8bn in income tax last month, compared with £4.25bn in the same month a year ago. Corporation

tax of £229m was little changed on February 1991.

The CSO said inland revenue receipts for the first 11 months of the year were 4.5 per cent lower than in the same 11 months of 1991/92. Social security contributions were 3 per cent higher, but total cash receipts were 1 per cent down on the previous financial year. The short term liquidity position of Britain's large companies deteriorated in the final quarter of last year as falling interest rates encouraged com-

panies to boost borrowings and run down their bank deposits.

The Central Statistical Office said the seasonally adjusted liquidity ratio for large UK industrial and commercial companies fell to an estimated 111 per cent at the end of last year from 119 per cent at the end of the third quarter. The ratio - measuring current assets maturing in less than a year as a share of liabilities that have to be repaid in less than a year - was the lowest since the first quarter of 1991.

which consists mainly of notes and coins in circulation, grew by a seasonally adjusted 4.5 per cent in the 12 months to February compared with 4.8 per cent previously.

## Britain in brief



### Ford plants face strike over job cuts

Foremen at the Ford Motor Company plants in Southampton and at Dagenham, have gone on strike in protest at the company's threat of compulsory redundancies.

Last week Ford backed down and agreed not to press ahead with any compulsory redundancies among its blue-collar labour force as a result of improved demand and adjustments in production targets. But to the anger of staff the company has so far refused to withdraw the threat of compulsory redundancies for its white-collar workers.

White-collar unions at Ford are due to meet the management next Tuesday to discuss the situation following a ballot vote in support of industrial action by the company's staff.

### Unpaid taxes increase 55%

The Inland Revenue wrote off nearly £900m in unpaid taxes in 1991 - a 55 per cent increase on year-earlier levels. The Treasury has admitted. The disclosure of the 1991 figures, the most recent available, was made in Parliament by Mr Stephen Dorrell, financial secretary to the treasury.

The sum written off in 1990 totalled nearly £565m, he indicated. Mr Dorrell also disclosed that an independent survey by Research International, market research group, showed one in three employed taxpayers were dissatisfied with the service from the Inland Revenue.

### Ice exports set to rise

Exports of UK ice cubes are expected to rise after the water from which they are made passed stringent hygiene tests. The cubes, made by the Packaged Ice Company of Fleetwood from ordinary north west drinking water in quantities of up to 60 tonnes a day, are being sold in the Belgian-owned Multifrost frozen food chain of supermarkets.

Further expansion into Europe can take place following certification of water quality by the health authorities of France and the Netherlands.

### M0 measure grows slowly

M0, the narrow measure of money supply targeted by the government, has been growing more slowly on an annual basis than thought, according to the Bank of England. The Bank's regular half yearly update of seasonal adjustments shows that M0,

## PEOPLE

### Sutherland comes to Ross

Ross Group, the acquisitive consumer electronics and packaging company which lost its high-profile chairman Roger Shute last June, has hired former ITT executive Neil Sutherland as its group managing director.

When Shute stepped down because of ill-health from his non-executive position, managing director Noel Hayes took on the additional role of chairman while a replacement was found. Hayes remains executive chairman.

"Roger's departure was merely a catalyst. We had almost decided to bring on another senior executive anyway," claims Hayes, pointing out how the group has grown since he joined in October 1992, with turnover last year at £250m, compared with £6m.

The company was also loathe to look for a non-executive chairman - "some City dignitary who would charge £10,000

and arrive for six free lunches a year".

Instead it hopes it has found in 53-year-old Sutherland someone who both subscribes to the company's philosophy - success by working "longer and harder" than the competition

- and who complements existing skills on the board. Hayes, 36, came from the City, with a short stint as senior sales director of Kleinwort Benson Securities, preceded by positions at Citicorp, Scrimgeour Vickers, Finance director Anthony Schofield has a traditional accountancy background.

Sutherland, by contrast, has spent most of his life in big company manufacturing, largely concerned with consumer electronics. An engineering graduate from Edinburgh University, he started out with Nuclear Enterprises, before moving to Plessey.

In 1982, he joined Dublular, working in the US as well as

the UK. Three years later he moved to ITT, where he spent eight years as managing director of the ITT Cannon Group, supplying components and systems to telecommunications, auto, consumer and industrial electronics markets.

Ross has still to dispel completely what Hayes himself has termed the "Roger Shute effect" whereby the share price diverged following Shute's exit. It has only partially recovered, trading in the 30p-33p range in the last couple of months. "I am very happy to be judged by our results," says Hayes.

The company reports on April 8.

■ BM Group, another company once chaired by Roger Shute, has taken steps to strengthen its board. The construction equipment and engineering concern has appointed Richard Miles, former chief executive of Steetley, as a non-executive director.



It will be the most demanding role Miles has taken on since Steetley lost out to a hostile £131m takeover bid by rival building materials group Redland a year ago. His other activities include the non-executive chairmanship of Bucknall Group, a construction consultancy.

Following a collapse in its performance, BM had been looking for another experienced non-executive to support a root-and-branch review being carried out under its new chairman Moger Woolley.

### Non-executive directors

■ Karel Vuistert, deputy chairman of the executive board of Heineken NV, at WHITBREAD; Gerard van Schaik has retired.

■ Malcolm Parkison, chief executive of Woolworths, at JAMES LATHAM.

■ John Bullock, former joint senior partner of Coopers & Lybrand UK, at KINGFISHER.

■ Peter Morris has resigned from CHINA AND EASTERN INVESTMENT CO.

■ Tobias Cepelowicz has resigned from BRAZILIAN INVESTMENT TRUST.

■ Wendy Lascombe, a member of the Commission for New Towns and a director of LASMO, has been appointed to the board.

Aldrich, Eastman and Walcott in Boston, at THE BERKELEY GROUP.

■ Peter Grant, a former vice-chairman of Lazards and chairman of Sun Life Assurance Society, as chairman of HIGHLANDS AND ISLANDS AIRPORTS.

■ Arnold Taylor has resigned from PLATEAU MINING.

■ Fenton Corbett, a director of Singer & Friedlander, at HAYNES PUBLISHING GROUP.

■ Brian Young, recently retired md of BT's distribution group, at THE WHOLESALE FITTINGS.

■ Neil O'Donnoghue has resigned from COMMUNITY HOSPITALS GROUP.

■ Michael Kettle at APPLEYARD GROUP.

### Baron moves to PaineWebber

Further signs that US securities house PaineWebber is building up its international bond capability come with the arrival of Tony Baron in the London office as international fixed income strategist.

Baron, 42, had spent two years as chief economist of Sakura Finance International (previously Mitsui Taiyo Kobe). Before joining Sakura Finance, he had been with Chase as head of economics and portfolio strategy at the investment bank in London, and earlier partner and chief economist at Laurie Milbank,

the stockbrokers purchased by Chase in 1986.

He says that while Maury Harris, chief economist of PaineWebber in New York, is "exceptionally good" on the US, he is there to bring the international dimension.

The idea of being "in at the beginning of a build-up operation" appeals to him and he hopes he will be "used more intensively" than he was at Sakura.

One of the few Laurie partners to see out the full four years of his contract at Chase, Baron contrasts the "very good

atmosphere" at PaineWebber with the "pain of living through Chase's retreat from the securities business".

He adds he likes the fact that energies appear to be focused on "building business" not "building personal empires" - a preference which might surprise former colleagues who describe him as an intensely political animal.

"I prefer not to fight," Baron rejoins, "but if the alternative is watching your team die, then you get off your butt and get your hands dirty trying to fix things."

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Gove

**Budget in brief****Britain seen to be ahead of most big competitors**

The chancellor said that the British economy "enters the year in a more favourable position than most of our main competitors" having "won" the battle against inflation over the last two years.

• **Growth accelerates** Economic recovery is expected to start slowly but accelerate next year. GDP grows by 1% per cent in 1993 but by 3 per cent in the first half of 1994.

• **Inflation sticky** Underlying retail price inflation remains stuck at 3% per cent until the middle of next year, near the top of the government's 0.4 per cent target range.

• **Trade deficit grows** Rising imports means that the current account deficit is expected to rise to £17.5bn this year and £18.5bn in the first half of next year, 2% per cent of GDP, despite robust projected export growth of 10% per cent in the first half of next year.

**PSBR here to stay...** The PSBR in 1992-93 will be £35.5bn, £1.9bn lower than the autumn statement forecast. But general government expenditures of 45% per cent of GDP in 1993-94 mean a PSBR of £50.1bn, 8 per cent of GDP, and £5.5bn excluding privatisation receipts.

...but maybe not for ever. The government's objective remains "to bring the PSBR back towards balance over the medium term". But the government's projections still expect a PSBR of 3% per cent of GDP in 1997-98 by which time net public debt will have almost doubled since 1990 to 50 per cent of GDP.

**Bloodstock** British horse racing's organisers welcomed the announcement that the VAT regime for the bloodstock industry would be eased. Under a new scheme registered owners will be entitled to reclaim VAT on yearling purchases in this country.

Before the chancellor acted, owners were more likely to head to auctions in Ireland or France where the rates of VAT charged to the buyers of yearlings are 2.5 per cent and 5.5 per cent respectively, compared with 17.5 per cent in Britain.

Announcing the measures, Lamont said: "No government has done more for racing than this one. It is an important industry and a vital part of our national life."

**Full-funding rule modified** No news on interest rates, but the government relaxed its funding policy. Sales of gilts to bank and building societies will now be counted as a non-inflationary funding source. The government has increased its upper limit for broad money growth next year in part to accommodate the boost to M4 that relaxing its full-fund rule which should allow. The target range for M4 in 1993-94 is widened from 4.8 per cent to 5.8 per cent. Broad money growth is currently 3.8 per cent on a seasonally adjusted basis.

**Cost of motoring** Road fuels will rise by 10 per cent this year, according to the chancellor of the exchequer. The follows the abolition of car tax last autumn, announced in the chancellor's statement on revenue. This adds 2.7p to a litre of unleaded and 3.5p to a litre of leaded petrol. Vehicle excise duty on cars, vans and taxis will rise by £15 to £125.

**Infrastructure** The channel tunnel rail link will proceed as a joint venture between the government and the private sector and the Heathrow express will go ahead as a joint venture between British Rail and BAA.

**Industry** The rate of advance corporation tax will be reduced to 22.5 per cent for this financial year and to 20 per cent from April 1 1994. The chancellor also announced improvements to export credits.

**Re-balancing the books** Flouting the advice of his seven "wise men", the chancellor announced a package of immediate and future tax increases in an attempt to prevent "excessive government borrowing over the medium-term" from preventing "a sustained economic recovery". His tax package is broadly neutral this year but will boost government revenues by £6.7bn in 1993-94 and 10.3bn in 1994-95.

**The company car** Scale charges on company cars will rise by 8 per cent and car fuel scale charges by 20 per cent. The

discount on high business mileage will be abolished and from next year, company cars will be taxed according to their list price rather than engine size.

**Income tax** No change in the basic rate and no increase in the top rate of tax but the 20 per cent tax band will be widened by £500 to the first £2,500 of taxable income from April 1 this year. It will widen to the first £3,000 in 1994. Personal allowances, the married couple's allowance and inheritance tax were frozen this year.

**VAT extended** Extension of the VAT base was limited to domestic fuel and power. From April next year it will be levied at 8 per cent, rising to 17.5 per cent in April 1995.

**Excise duties rise** The chancellor left the duty on spirits unchanged, but other alcohol duties rose by 5 per cent and taxes were raised on cigarettes.

# Lamont gets his ACT together

The budget will bring big change to oil and insurance, and advance corporation tax reform will make the UK a more attractive base for multinational companies

MULTINATIONAL companies which might have been deterred from setting up holding companies in the UK because of the advance corporation tax (ACT) regime gained substantial help from the chancellor's proposals in yesterday's budget.

Mr Roger Wood, head of the 100

Group of Finance Directors working party on ACT, said: "I am delighted with what the chancellor appears to be offering. It makes the UK a more attractive location for international companies both UK and foreign owned."

ACT is paid by companies on dividends and can then be offset against UK corporation tax. However, many companies do not pay sufficient UK corporation tax to offset fully the ACT, meaning that they end up paying more tax. For instance, a US company might have operations in a number of European countries, with a head office in the UK. Profits from say France and Germany would be channelled through the UK companies, which would remit dividends to the US parent. These dividends would attract ACT, which might then not be offsettable, leaving the company with a high tax burden. Such companies were being tempted to move head offices out of the UK.

Mr Lamont recognised this problem with the promise to establish a special tax regime for such companies from the 1994-95 tax year. He said this would promote London's position as Europe's leading financial centre.

Mr Lamont's second main proposal is that dividends paid out of non-UK profits be classed as a "foreign income dividend". This was welcomed by companies which earn substantial proportions of their profits from abroad. Many do not pay enough UK corporation tax to offset the whole of their ACT liability.

Companies said they wanted to examine the consultative document, which the government issued, before commenting in detail. However, BAT Industries,

Industry leaders welcomed the measures to improve the UK's much-maligned export credit system, helping businesses win con-

tracts abroad in fiercely competitive markets. Over the past two years, recession-torn manufacturers and contractors have complained bitterly about having to compete against foreign rivals able to offer customers - especially in developing country markets - better terms because their export credit is subsidised.

In his speech, Mr Lamont admitted that many British firms are "sometimes at a disadvantage in seeking business overseas."

The government had negotiated hard over the years, he said, to secure a reduction in the subsidies offered by other countries.

The two important moves announced yesterday were:

• A further 7.5 per cent reduction in the level of ECGD premiums, following an average 20 per cent cut last year.

• Additional export credit cover of £1.3bn over three years, on top of the total £700m increase for this year and next announced in the Autumn Statement.

British Chambers of Commerce reacted warmly. The measures, it said, would be "a major boost to exporters, at a time when we urgently need to stimulate overseas trade." Mr Neil Johnson, director general of the Engineering Employers Federation, said the export credit measures, along with the changes to advance corporation tax and business rates, would all be seen by EEF members as "ticks in the box".

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## THE BUDGET: Analysis

## FINANCIAL TIMES

## A Budget good only in parts

**IN THIS**, the last British Budget for revenue alone, Mr Norman Lamont's political job was to salvage the reputation of his party and of himself. He had to offer a credible prospect for economic recovery and a tolerable profile for public sector borrowing in the medium term, alongside imaginative ways of raising the money.

The mass of detail, particularly administrative detail, that the chancellor inflicted on his audience inevitably dulled the effect. But this is not the only reason why this Budget could do little to lift the hearts of his party, the nation or, for that matter, investors in government bonds, even though it should bring cheer to the boardrooms. The deplorable state of the public finances made it unavoidably depressing. Mr Lamont might have done better - not merely economically, but even politically - if he had made the best of his plight by being tougher. Nonetheless, he deserves at least one cheer for his efforts.

The central tasks the chancellor set himself were to help recovery and tackle the deficit in the medium term. On the recovery, he has taken three risks. First, by announcing tax increases of £3.7bn for 1994-95 and £1.3bn for 1995-96 from an indexed base, he may discourage spending almost as much as if those increases took effect this year. Second, by failing to guarantee anything like a balanced budget in

the medium term he may have threatened prospects for still lower long-term interest rates. Finally, by failing to take more decisive fiscal action he may have given himself less room than he could to lower short-term interest rates if needed.

Since the second and third of these risks offset the first, the balance must be a matter of judgment. So far as the immediate recovery is concerned, Mr Lamont may well have judged rightly. Furthermore, even if he believes that "interest rates at their current level are consistent with the achievement of the government's inflation objectives", Mr Lamont has room for manoeuvre on this most important of all instruments. In addition, by modifying the "full-funding" rule, the chancellor will allow government borrowing to affect the growth of the money supply. Especially now that he has reinstated a monitoring range for broad money, this must be a sensible, though belated, change.

In his discussion of the ERM - the

guiding light of monetary policy only a year ago - he even came close to suggesting that everything was for the best in the best of all possible worlds. The ERM had, it seems, helped to get inflation down when that had to be done and had then spewed sterling out precisely when it was opportune in order to lower rates. For the short term at least, Mr Lamont must be right in this judgment. In the light of the succession of monetary policy disasters, however, the question has to be whether the freedom of manoeuvre the government now enjoys will be used aggressively enough in the short term and wisely enough in the longer term.

Here the chancellor's medium-term fiscal judgement must be doubted. He is to be commended for proposing fiscal changes that will come into effect in 1994-95 and 1995-96. That is precisely what a medium-term strategy should provide for a country in the UK's current plight. The question is whether budget measures that deliver a fiscal adjustment rising from 1

per cent of gross domestic product in 1994-95 to 1.7 per cent in 1997-98 are enough.

Not only does the chancellor forecast a public sector borrowing requirement of 3 per cent of GDP by 1997-98, but it is still 3% per cent in 1997-98. Moreover, the ratio of net public sector debt to GDP is forecast almost to double, to 50 per cent, by 1998. Yet this, it should be recalled, was a government that promised not long since to balance the budget over the cycle. The forecasts for growth of non-North Sea GDP that underlie these fiscal projections - 1% per cent between 1993-94 and 1993-94, followed by 2% per cent in 1994-95, 2% per cent in 1995-96 and 3% per cent thereafter - are not particularly optimistic. Nevertheless, much can still go wrong. Just how much is shown by a perusal of forecasts made only a year ago - admittedly, just before an election - when the PSBR was supposed to be a mere 4% per cent of GDP in 1993-94 and 1 per cent in 1995-96.

Once the chancellor had made the bold decision to announce future tax increases now, he should surely have gone further. Increases of 3 per cent of GDP by 1997-98 would have given far more confidence that further tax increases would not be needed. Further action would have been particularly sensible for a British government that enjoys complete monetary policy freedom once more and is headed by a prime minister who mutters about strategies for growth. The chancellor may well find himself raising taxes again.

In its details, the Budget is very good in some parts, not so good in others. It is a pity that the opportunity was not taken to announce the abolition of mortgage interest relief altogether, which would have done much to raise additional revenue. It is also a pity that the steady transformation of the 20% rate into a new basic rate of tax is making the structure of income tax system more complex. It is a pity too that the increase of one percentage point in employees' national insurance contri-

butions guarantees further life for what is just another - and more regressive - income tax.

First impressions are that the balance of these measures, with large increases in revenue from VAT on domestic fuel and power and national insurance contributions, will be regressive. The chancellor insists they are broadly proportional, however, partly because of the restriction of the married couple's allowance and mortgage interest relief to the 20% rate and the changes in the treatment of advance corporation tax as well.

Unquestionably, there is much here to commend: the package of deregulatory measures for business, for example, and the measures to relieve the burden of surplus ACT. The Budget is cleverly green in its decision to raise the real burden of duties on petrol. Even more important is the chancellor's decision to raise revenue without increasing marginal rates of tax. Here he has done far better than Mr Clinton.

In the end, however, this is a Budget with lots of good little ideas rather than one good big idea. The exception is the decision to announce future tax increases now, the drawback being that this action does not go far enough. This was a competent and professional performance, but the country could have done with something a good deal more dramatic.

Samuel Brittan

## It really is an Augustinian Budget



In previous articles I have urged the case for a Budget along the lines of St. Augustine's plea: "Please God make me chaste, but not yet." But the Budget contains measures which will raise revenue by £6.7bn in 1994-95 and by £10.3bn in 1995-96, on an indexed basis. But they will yield less than £0.5bn - virtually nothing - in the coming financial year. The revenue raising measures are to be enacted in the coming Finance Bill; so they are not in the category of so many American Presidential promises to do better in later years.

Moreover, most of the tax measures are sensible reforms in their own right - with the exception of the lower tier tax band. So if relaxations turn out to be required, because of the state of the economy a change in the Budgetary outlook or - by no means least important - a change in fiscal fashion, it would be very easy to reduce tax rates without going back on the present Budget. For there is almost no increase in rates. The revenue is raised by removals or restrictions of reliefs, or abolition of exemptions. The two most important revenue raisers are the extension of VAT to domestic fuel and power and the increase in employee National Insurance contributions, which is almost the same thing as an increase in the basic rate of income

would, however, be idle to pretend that either of these measures, or both combined, or the other labour market measures, will be remotely sufficient if there really is a long-term structural unemployment problem due either to deficient demand or to changes in the labour

market detrimental to jobs and pay. The Budget speech did not really discuss these far-ranging issues - either on a British or an international basis. But the Budget Red Book does provide some material on which to reflect.

Nothing will stop financial readers from paying most attention to the projections of the Public Sector accounts. These show the usual hump-backed picture. The deficit measured by the Public Sector Borrowing Requirement reaches a peak of £50bn or 3% per cent of GDP in 1993-94. It then gradually declines to £30bn or 3% in 1997-98. In fact, the underlying decline is somewhat better, as private taxation proceeds tail off from £2bn in the year now coming to an end to £1bn per annum in the second half of the 1990s.

What this Budget has really done is to substitute a medium-term fiscal strategy for a medium-term monetary one. This has been achieved by the device christened by the Treasury as the wedge which imposes very small tax increases in the coming year, but which build up to large amounts in the two years following. The main fault of the Budget speech was that it was much too long and badly needlessly subdivided. The strategic parts could have been highlighted very much more; and much of the detail could have been relegated to press notices or the Finance Bill. The chancellor will have to engage in this kind of subbing when the new unified November Budgets start. For it sim-

ply will not be possible to introduce yesterday's degree of tax accountants detail into a speech which also covers spending.

Having said all this, a closer study of the Red Book reveals a fundamentally disquieting economic outlook. If one takes the Treasury's central projection, it is not until 1994-95 that growth, outside the North Sea, catches up with the present best-official guess of the growth of productive capacity, namely 2% per cent per annum, even in the later 1990s. It is expected to remain in the 3 to 4 per cent band - the upper part of the Chancellor's range - until well into the middle of the decade.

In a rather interesting innovation the Treasury publishes alternative growth assumptions for the medium

term, from 1994-95 onwards. These are only half a per cent on either side of the central projection. But they make an enormous difference to the PSBR projections. On the optimistic scenario the PSBR drops by 1997-98 to 2% per cent - within the Maastricht guidelines on

pesimistic scenario it drops to only 5% per cent, which most mainstream analysts regard as unsustainably high.

If the more pesimistic growth rate is due to a low underlying rate of productivity increase, then there would be little disagreement that still more public spending cuts and/or tax increases would be required. But supposing low growth is instead due to deficient demand and a slack British or world economy, as is quite possible - although not as probable as most of the businessmen whom I meet seem to think. What would the implications then be? Surely, in such a case, either the deficit should be allowed to run; or retrenchment measures would have to be more than offset by a sufficient loosening of monetary policy.

These issues are entirely dodged by the Treasury documents. Monetary policy will supposedly be influenced by four main indicators: broad and narrow money, asset

prices and the exchange rate. But despite the monetary ranges for the monetary aggregates, we are back to a state where the Treasury flies by the seat of its pants and waits the four in any way it likes, or can get away with.

I am not just making the usual teasing point. Nowadays, one should expect two main features from any monetary strategy. These are some assurance that demand in nominal terms will grow fast enough to avoid a prolonged depression, but also some assurance at the other end of the range of fears that inflation will not be allowed to stray outside the Government's own guidelines. Neither is provided; and the reduction of the section on the exchange rate to two brief historical sentences speaks volumes. A monetary strategy has still not been found to replace that of the ERM - which would in any case have had to be supplemented by a monetary strategy for all the core member countries.

## A few more ticks than crosses

Tony Jackson assesses the impact on industry of the Budget and says the government's conversion to the cause of manufacturing is more than rhetoric

**T**his was billed as a Budget for industry, and not without reason. Manufacturers who sat down to listen to Mr Lamont with their shopping lists in front of them will have ended up with more ticks than crosses. There was more help on export credits, business rates and capital gains tax. There was no extension of VAT on food or children's clothes. There was a list of infrastructure projects, from the Heathrow line to the Channel Tunnel link. Above all, there was the remarkable concession on advance corporation tax.

Granted, there was one big omission: the extension of tax breaks on capital investment. Mr Neil Johnson, Director-General of the Engineering Employers' Federation, complained of the "apparent lack of understanding" of the role of capital allowances in stimulating investment. "This budget does nothing to bring about the massive switch from consumption to investment which is essential for lasting recovery."

The same point was raised by the machine tool industry. "We were disappointed," said the Machine Tool Technologies Association, "that little emphasis was placed on improving investment in high technology. This Budget fell short of directly encouraging UK companies to invest and to meet the anticipated recovery."

But this seems rather harsh. In its whole approach, the Budget shows that the government's conversion to the cause of manufacturing goes beyond rhetoric. There are

two distinct themes. The emphasis on exports suggests that the decline in the manufacturing trade balance has the government badly rattled. The stress on small business shows it accepts that small and start-up companies are the most reliable source of new jobs.

The clamour for help on export credits would have been dismissed, in the high Thatcherite days, as a plea for competitive subsidy. There was none of that yesterday; instead, the Chancellor went out of his way to assert that the benefits enjoyed by UK exporters would now be as high as the average among the Group of Seven leading industrial nations.

Similarly, the chorus of complaints about advance corporation tax will in more robust days have been waved away. The level of dividends paid by companies to their shareholders. Thatchertite might say, is a matter for the parties involved. If it leads to surplus ACT, the company is simply paying too much.

But the situation had two awkward consequences for UK investment. UK companies had an incentive to incur their expenditure abroad, as a means of keeping their UK taxable profits as high as possible. Just as important was the effect on foreign companies. Under the old rules, a US corporation running factories in Germany but with its European headquarters in the UK would be penalised, since it would pay surplus UK tax on dividends remitted to the US. Inward investment, it appears, is now too crucial

to the UK economy for such an anomaly to be tolerated.

As for small business, the list of measures is as full as the average entrepreneur could realistically have hoped for. The freeze on the much-hated Uniform Business Rate has been continued for another year. There has been an extension of the loan guarantee scheme for small companies. When entrepreneurs sell their companies, they will be able to roll over their capital gains tax liability if they spend the proceeds on starting a new business and so on.

More generally, there was collective relief in the business community yesterday that the Budget was neutral in its impact: in other words, that the government was not about to take risks with the recovery. As Sir Denis Henderson, chairman of Imperial Chemical Industries, put it: "it was appropriate not to have increased the overall tax burden until the recovery is confirmed".

Next year, of course, might be another matter. The hard-line Institute of Directors last night sounded a note of protest: "we are alarmed that the tax increases from April 1994 will be equivalent to more than a 5% increase in income tax. This is not sustainable, and business wants to see at least matching reductions in public spending".

But as the Chancellor will have calculated, a year is a long time in the business cycle. In the meantime, it is hard to see that the government could have done much more without having more hard

cash at its disposal. Indeed, in the matter of ACT, it showed considerable ingenuity in finding money to hand to industry by the simple expedient of picking the pockets of the investing institutions.

And above all, it continued to soothe and flatter industrialists. The only way to secure growth in the medium term, Mr Lamont said, was through the supply side of the economy. The greatest threat to recovery in the medium term would be excessive public borrowing. Above all, he said, he would resist job-destroying measures emanating from Brussels. "That is why this Social Chapter".

As Lord Keynes remarked, one of the crucial determinants for getting out of recession is the animal spirits of businessmen. How far the Chancellor has raised those spirits will not be immediately apparent. But he could be lucky in his timing; as he said yesterday, the latest survey from the Confederation of British Industry suggested that confidence among manufacturers was recovering already. At any rate, he has given the most concrete proof to date that the government is genuinely concerned about manufacturing. For industrialists with vivid memories of the very different climate of the 1980s, that is quite a lot to be getting on with.

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British Industry: a package of measures



## BUSINESS AND THE ENVIRONMENT

**W**ater, like energy in the 1970s, will probably become the most critical natural resource issue facing most parts of the world by the start of the next century.

That bald and disturbing prediction, based on rising population growth and pollution, comes from the United Nations Environment Programme. It is contained in the survey of the world's environment, released last year.

Nor is UNEP alone in warning that water resources, which tend to be taken for granted, are coming under strain. A recent report for the European Commission argued just that European growth could be constrained by a lack of fresh water caused by industrial and agricultural contamination.

But Tom Garvey, deputy director general of the environment directorate in Brussels, speaking at this week's Financial Times European water conference, stressed that the Commission was also increasingly aware of the high cost of raising water standards further.

As such statements make clear, the economic and political pressures accompanying the growing demand for water are the focus of growing worldwide attention.

UNEP makes a good case that fresh water resources are scarce. The proportion of the planet's water that is fresh rather than salt is tiny: only some 2.6 per cent. Nor is it easy to reach: more than 99 per cent is held as ice or snow at the poles or is underground, and almost half the rest is locked up in living organisms, soil and air vapour. The rest is in rivers and lakes but poorly distributed across the surface of the world - Lake Baikal in Siberia, roughly the size of Belgium, accounts for a fifth.

Meanwhile, demand for fresh water is rising, spurred mainly by population growth in developing countries and by the spread of agriculture. According to UNEP, the world's use of fresh water increased nearly fourfold in the last 50 years to 4,130 cubic kilometres a year.

Agriculture soaked up more than two thirds of the total - the area of irrigated land has increased by more than a third in the last two decades. The growth in Asian demand is the fastest, and by 2000 UNEP expects Asia to use nearly two thirds of the world's water compared with just over half now.

The increase in pollution in many countries is aggravating shortages further. A worldwide monitoring scheme, backed by UNEP and the World Health Organisation among other UN agencies, suggests that as many as 10 per cent of all rivers monitored are polluted.

One of the biggest problems in both industrialised and developing countries is contamination by agricultural chemicals. The nutrients nitrogen and phosphorus lead to algal blooms - such as those that recently disfigured the Venetian and Baltic coasts - which kill river life by stripping oxygen out of the water. Organochlorine pesticides are also a concern as they accumulate in the food chain; UN agencies report that rivers in some developing countries such as Colombia, Malaysia and Tanzania show higher levels than in European rivers.

Poorly managed irrigation can also lead to salinisation and degradation of agricultural soils, and irrigation remains notoriously inefficient, with around half of the water lost by seepage or evaporation before it reaches the fields.

Industrialised countries have the additional problems of high levels of poisonous heavy metals such as mercury - the rivers Rhine and Meuse are considered to be two of the most polluted in Europe.

While signatories to last year's treaty on marine pollution and dumping were divided about the deep sea's ability to absorb pollution, there is more agreement that the world's fresh water cannot adequately dilute these levels of pollution, and pollution control is needed to meet future demand for water.

Despite these strains, some standards have improved. During the 1980s, the number of people without clean water has declined from 1.3bn to 1.3bn in the 1980s out of the total population of some 5bn. Two-thirds of people living in towns now have access to sanitation compared with 50 per cent in 1980.

A big worldwide dam-building programme has helped to increase supplies: the world's rivers and lakes now feed into 36,000 large dams, half in China, compared with just over 5,000 dams 40 years ago, of which eight were in China. However, high population growth has held back the improvement in sub-Saharan Africa, while conditions in parts of Latin America are also critical, where little urban domestic waste is treated.

Pollution control in industrialised countries has also shown some success: the Rhine and Meuse have seen concentrations of lead and zinc, arsenic, copper and mercury fall in the past 10 years. However, Garvey said that "in spite of the efforts over the past two decades, it is disappointing that the state of the aquatic environment in the Community has not improved to the extent expected".

There are signs in some regions that pressure on fresh water supplies is beginning to hold back development. The UN, which esti-

mates that water use is now growing at less than 1 per cent a year compared with 2.3 per cent in the mid 1970s, attributes the slowdown to shortages of water suitable for irrigation as well as to recession.

It is also becoming clear that the cost of cleaning up and avoiding shortages is much higher than some early estimates decades ago suggested. The UK water industry has embarked on a decade-long programme of improvements which may eventually cost more than £25bn in 1990 prices. Around half

of that is driven by European Commu-

nity environmental directives: water companies and ministers across Europe now ask whether some of those standards are unnecessarily high.

The Commission's environment directorate said on Monday that it would review almost all of its water directives this year in response to the charge that some were set more by environmental enthusiasm than by science.

However, even extensive dam building and pollution control - if it can be afforded - will not solve all resource problems. Many regions pursue water policies that are inefficient or could prove hard to sustain - such as Israeli exports of citrus fruit, or rice-growing in southern California - purely for social or economic reasons like earning hard currency, preserving a traditional industry or preventing migration from the countryside to the town.

In other regions, political tensions are likely to grow over the control of water supplies, even if ways are found to increase supplies. Nearly half the world's land is fed by water basins that cross national borders and well over 200 countries share important rivers and lakes.

Natasha Beschorner, in an illuminating pamphlet last year entitled "Water and Instability in the Middle East" for the International Institute for Strategic Studies, comments: "Water is a useful reminder of dependency." She adds: "Israel, Turkey and Egypt . . . have little incentive to concede what they regard as a strategic asset, namely priority usage," although she argues that water resources overshadowed by the region's other political problems, can be overshadowed as a source of tension.

Many have also forecast political instability in the Central Asian republics of the former Soviet Union. The five countries Uzbekistan, Tajikistan, Turkmenistan, Kazakhstan and Kirgizia share two rivers, the Amu Darya and the Syr Darya, and the Aral sea, once the earth's fourth largest inland body of water. The sea has lost nearly two thirds of its volume in the past three decades as the rivers that feed it are drained for growing cotton, which is sold overseas to raise hard currency.

Beschorner is right that prophecies of crisis from water shortages are easily and too frequently made. However, the complexity of the problems across both the developed and developing world supports UNEP's belief that the question of where clean water will come from next - and how much it will cost - will remain high on the international agenda.

The series will continue next week by examining water supply in the United States.

## Testing time for air pollution

Peter Knight examines new methods to gauge emissions

**M**ore accurate instruments for measuring air pollution, which often give higher readings than expected, are troubling many companies which may have to spend more than anticipated on controlling emissions.

This is especially true in the chemicals and petrochemicals sectors, which are under pressure to reduce air pollution levels (mainly volatile organic compounds). VOCs are the vapours given off by chemicals used in industry such as solvents and petrol. These collect in the atmosphere and react with sunlight to form photochemical smog and low-level ozone.

"The new measuring techniques enable businesses to assess realistically what their losses of high-cost products are, whereas they had estimated before," says Peter Woods, head of environment standards at the UK's National Physical Laboratory.

It is this precise knowledge

- in some cases much higher than traditional estimates - that is worrying refinery owners and bulk chemical manufacturers.

Governments are attempting to meet UN targets for cuts in air pollution and these companies have to be seen to act on new information about the extent of their emissions. However, there are often insufficient funds to pay for the necessary improvements to factories and plants.

"The business has to make a decision about the cost of losing its products versus the cost of saving them. If you are losing £2m a year in product, but it is going to cost £20m to save it, then you are probably going to wait until after the recession before you start spending," says Woods.

The pressure is growing

because the UK government is thinking of specifying the instruments as part of a legal obligation in the Environmental Protection Act. This says

companies must control pollution

by using the "best available

techniques not entailing excessive cost".

Significant advances are being made in remote techniques. One of the most important is a system called Dial, developed by the National Physical Laboratory with funding from government and industry. Dial, a laser-based system, measures gas concentrations up to 3km away. The system is useful in locating unknown leaks.

Certain storage tanks, for example, that industry thought were sound, are now found to be leaking," says Mike Woodfield, business centre manager at the Warren Spring Laboratory.

This type of news worries

managers who find it difficult to raise funds to invest in a broad range of expected environmental improvements and do not appreciate surprise information from new instruments. But

Draper says if the new instruments are right and more product is being lost, this makes it easier to justify the cost of reducing emissions.

Woods agrees there is some scepticism, but other companies see the instruments becoming a necessary part of their armoury to demonstrate their levels of emissions.



## MANAGEMENT



When Olympia & York turned Canary Wharf into London's third commercial centre, the toy-town railway was transformed

## A fast track to efficiency

London's Docklands Light Railway is now being managed by the private sector, writes Richard Tomkins

Sir Peter says some simple management actions produced quick results. For example, his team discovered that the computer controlling the train operations was overloaded. That was rectified through the seemingly obvious action of trimming the train service.

Another step was getting to grips with the contractors responsible for supplying track, trains and so on.

"Some of contractors were performing extremely badly," says Sir Peter. "The DLRL people said: 'We've written to them and asked them to do better, but they're just not doing that.' I said: 'Well, let's stop paying them.' They said: 'You can't do that - they'll sue.' So I said: 'Let them.'

The result? "Some sharp words were exchanged, but the performance of those contractors changed overnight."

To be fair to London Transport, it could be argued that the improvements in the railway's performance might have happened without the change in management. Conceivably, Sir Peter's team simply enjoyed the fruits of action initiated by the previous incumbents.

London Transport, however,

acknowledges Sir Peter and his colleagues wrought changes. One advantage they enjoyed was the freedom to act without constant reference to headquarters. Another was their reputation for tough dealing with contractors such as GEC while at the defence ministry. Indeed, that was one of the main reasons for bringing them in.

It was a logical extension of this last point that led to the decision to appoint a prime contractor. The team is now applying the techniques of defence contracting to railway projects, says Sir Peter. If the defence ministry wants to order a new fighter aircraft, it does not deal with dozens of contractors making all the sub-systems. It defines the performance it wants, signs a contract for delivery with a single company such as British Aerospace and leaves it to the prime contractor to deliver the aircraft it wants.

The cynical view might be that the government is prepared to nod the deal through, hoping it will better prepare the railway for its planned privatisation. So it might, but that, says Sir Peter, is not the whole story.

The question is whether it represents good value for money. Everyone's been satisfied that's the case, and now we are going ahead. I think we would be criticised for spoiling the ship for a harpoon of the railway if, having spent £200m on the railway, we had not spent another £20m in getting it to work."

**A** country mansion in Warwickshire might seem an unlikely setting for some timely good news about British manufacturing. But Cawston House, the base of T&N Technology, is a world away from the sort of isolated rural establishment once so beloved of UK corporate research and development departments. This utilitarian, market-driven unit has been central to T&N's successful drive for a growing share of the global motor component business.

Technological innovation is especially vital to T&N's competitiveness because the company specialises in components which are critical to a vehicle manufacturer's ability to make changes in the design of its engines and braking systems. "Our customers insist on suppliers having a particular level of R&D activity and technical reputation, before they even allow them to bid for contracts," says Bill Everitt, the T&N board director responsible for technology.

But it is not so much the level of this spend - examined on this page last Friday - as its effectiveness that has helped T&N buck the miserable competitive trend suffered by manufacturers in so many British industries.

But why does T&N do a sizeable part of its R&D centrally, rather than masking each of its three divisions, or the 11 product groups beneath them, responsible for all their own R&D? Everitt replies unequivocally: "Because it's more efficient and productive to do it that way in terms of people, knowledge, skills, equipment and - most important - speed."

Unlike many other companies which claim spurious internal synergy, T&N's product groups really do share technology. They need similar or identical expertise in materials, design processes, manufacturing techniques and measurement processes - all of which are moving fast but - expensively, thanks to the quest for lighter, cheaper and reliable products.

In materials surface technology, for instance, "virtually all our products move against something else - they mate with it", says Alec Parker, managing director of T&N Technology. "So we can read our advancing knowledge about materials, lubrication and so forth across the various businesses."

Together with the 15 per cent of Cawston's current £7m annual spend which goes on research, this work on what T&N calls "enabling technologies" generates about 60 patents a year. The rest of T&N's £24m R&D spend goes on applications engineering, testing and other activities in the businesses.

## One step ahead of the pack

Christopher Lorenz on how T&N handles R&D spending



Alec Parker: £7m research spend

The close commercial relevance of Cawston's work is guaranteed by a series of mechanisms. First, virtually all the work is funded on an individual project basis by the product groups around Britain and the rest of the world, rather than by T&N's head office.

Second is the method of project selection. Each project is determined in detail at an annual meeting by a mixture of specific input from a product group's sales engineers and managing director and Cawston's knowledge of market trends, gained via its direct meetings with leading T&N customers.

The third mechanism is detailed project control. The basic document for this is a one-page "why sheet" on which the first item gives the commercial "why" of the project. Technical objectives and quantified target benefits are also summarised, together with costs, responsibilities and a timeline scale for checking the project's progress throughout the year.

Contact between Cawston and the product groups is more or less

constant. Small teams from each group are always visiting Cawston, which is also used as a training ground for engineers to move into the businesses.

Although some of the projects are scheduled to last two to three years, they are not just reviewed in detail each quarter, but re-judged every year. Parker touches on every general manager's nightmare about R&D when he says: "We dislike projects which go on forever with no conclusion." Everett puts it more forcefully: "Alec's people have to do their work within the timescale and cost that they said they would."

This control process was in operation six years ago in some of the group's businesses, "but not all of them believed in the quarterly business reviews", says Everett. "It's been a question of persuading everyone to do it."

On the productivity of development work, T&N's main measure is "the rate per unit cost at which new products, processes and services are generated that enhance the prospects of the company relative to the competition". These loose bones are given somewhat firmer flesh every year by a detailed analysis of the rate and cost of innovation, broken into different types of project.

Cost-benefit analyses of Cawston's work are done frequently and generally show a return of about twice the expenditure on it. Controversially, however, full investment analysis on individual projects is done rarely.

Everett says there is little point in doing so, since discounted cash-flow analyses are prone to error, depending on the subjective assumptions that are fed into it. Of payback calculations, he says, "we don't believe the numbers".

Instead T&N takes what he calls "a judgmental view" of the likely benefit to the customer. This reflects acute awareness throughout T&N of a principle which many UK manufacturers used to ignore, at the expense of much necessary investment: that a heavy "opportunity cost" can be incurred by not going ahead with a particular project. In addition to losing a particular sale and valuable market share, the company may harm its hard-won innovative reputation with an important customer, says Everett.

"A lot of all this is to do with creating technical reputation and the ability to collapse lead time," he continues. "It's the opportunity cost of staying in business."

A final article will examine the impact of R&D on one of T&N's operating companies.

## ARTS

Television/Christopher Dunkley

# Whose violence is it anyway?

We are riding the crest of one of those waves of national hysteria which periodically affect the nation when, with gleeful prodding from parts of the old print medium (slowly but inexorably giving way before the competitive edge of the new electronic mass media which work faster and wider, though without the depth of print) people turn angrily on television – the thing on which the British population now spends more of its time than anything except working and sleeping – and blame it for the violence which has characterised mankind since the dawn of history.

Unfair? Television is only to blame for an intensification of violence or a statistical increase? We shall come to that.

Consider first a small but telling example from Sunday's *Independent*. The lead letter was headed "To see the influence of TV violence, visit a playground" and it began: "As a teacher I come across many children from happy homes who have television in their bedrooms and watch until shutdown. These children watch an unadulterated diet of violence, sex, rape and torture, and the next morning act it out in the playground". Leaving aside the fact that there is no such thing as closedown since TV transmissions continue round the clock, this teacher is either a non-viewer, a liar, or so consumed by the national hysteria that he (or she, let's say he) honestly believes that British television transmits violence, sex, rape and torture

*unadulterated*. Consider last night's schedules.

BBC1 offered *Neighbours*, *The News*, the travel programme *Holiday*, *EastEnders*, Carla Lane's new "comedy" series *Lum*, *A Question Of Sport*, *The News*, and *Budget Broadcast* which took us up to 9.40 when a repeat of *Smith And Jones* began. That comedy may have contained some Tom And Jerry style violence, it often does, and there may have been more in *Harry Enfield's Television Programme* which followed. The most likely candidate for a true taste of the teacher's "unadulterated diet" was the American television drama *Ciela* which began at 10.40, since it claimed to be about a "hard nosed Miami policeman" confronting a "seedy underworld".

BBC2, ITV and Channel 4 offered similar mixtures with comedy, wildlife, foreign reports, news and the arts all in evidence and few slots where violence even might crop up, so is that letter not truly an example of hysteria? What other explanations are there? Teachers being what they are these days, perhaps this one simply does not know what "unadulterated" means, or maybe he is thinking about the material available on satellite and cable services, though

the overwhelming bulk of their material, at least on the non-pay channels, is similar to that on the terrestrial channels. If older...

If course it is possible in 1993, if you are determined to do so, to find yourself the sort of diet that the teacher describes. If you are willing to go to the cinema, hire videos, or cough up for pay-TV movie channels via satellite or cable (the penetration in Britain is still slight and the number of children with pay-TV in their bedrooms must be minuscule) then you can, indeed, find plenty of the material discussed by our film critic, Nigel Andrews, in last Saturday's *Weekend FT*. But anyone who dedicates his life to monitoring the output of British television knows that there is less violence on the small screen today than there was 15 or 20 years ago. Were you to make today many of the episodes of *The Sweeney*, *Starsky And Hutch*, *Target* or *The Professionals* that were made in the mid 1970s, they would not be accepted for screening.

So far as I can make out (and I would no more choose to watch *Silence Of The Lambs* than stick my head down the lavatory) Hollywood and the video industry are turning out more and more material in which violence is the chief

ingredient, and present for its own sake rather than as a means to an end as in Westerns or war movies. The trouble is that, thanks to the national hysteria, television is being blamed for the nastiness of the film and video industries.

Television is a part of the world in which we live. In news and current affairs programmes it shows us more violence in a year than most Britons in previous generations saw in a lifetime. Nor are the pictures limited to factual programmes. The last episode in BBC1's recent run of its mass appeal Saturday evening drama *Casualty* became famous for showing a band of young things invading the hospital's casualty department and finally burning it down. As with most *Casualty* episodes this was well acted and vividly staged, though the activities of the violent youth did seem worryingly motiveless. Perhaps that was the point. On Sunday Channel 4 showed the 1990 movie *The Krays* which included several scenes of explicit violence involving fists and even swords, shot in pretty revolting closeup.

So which way round is the "copycat" effect working? We know that the Kray twins and their nasty exploits are a ghoulish reality. Perhaps their behaviour in real life resulted from reading too

many American horror comics, one of the favourite culprits before

television... but then how did Cain come to kill Abel, too many violent papryki?

We know that Britain has suffered some appalling inner city riots in recent years, as in every century of recorded history. These dramas are telling us about some of the facts of life around us.

But are they also "de-sensitising"

viewers and inducing them to copy such violent exploit? We know that the effect upon some is precisely the opposite: the more violence they watch, the more hostile to it they become. We know this because they are forever telling us so.

In their roles as public guardians people such as Lord Rees-Mogg and Mary Whitehouse watch even more violent television than most of us, yet the more they watch the more they loathe it. It seems that any causal connection is not straightforward.

This should be pointed out each time they trot out the old "television sells butter so it must sell violence" routine. Doubtless they themselves eat butter yet are not violent, so what kind of "proof" is this? Television commercials sell things that people are known to want by using jokes, limericks, pictures and endorsements which the advertisers know

the viewers are predisposed to approve. So far as violence goes, television can clearly demonstrate technique, whether in rocking and turning a car to form a barricade or smashing a beer glass to use as a weapon. But can it make you want to do these things? It never has that effect upon Lord Rees-Mogg, Mary Whitehouse or me – what about you?

Perhaps it is just a small minority of suggestible youths with no war to fight who are turned on to violence by television? But Geoffrey Pearson's book *Hooligan* shows with extensive documentation that fears about the growing lawlessness of young men, and the absurd leniency of the laws, have been expressed by every generation back through the Victorians, who were worried by the new phenomenon of "hooligans", to ancient Rome and Greece where gangs of "Greens" and "Blues" at opposite ends of the chariot racing stadium would cause mayhem.

Surely in the end we must rely upon common sense. In a country where mothers in the street habitually smack their toddlers to induce obedience, where children in fee-paying schools are beaten with sticks to make them do what they are told, a country which has for centuries sent out its young men with guns and bayonets to settle matters of international disagreement, does it really seem likely that 50-year-old television is largely to blame if some teenagers conclude that violence is the way to get what you want?

## Opera in New York/Paul Griffiths

## The Met's new 'Ariadne'

The one success among the Met's new productions this season is almost naughtily sure. *Ariadne auf Naxos* is wholly about giving the audience what it wants: the unseen proprietor – the Viennese grandes whom the stage entertainment is supposedly being prepared and enacted – is in reality each spectator in his or her seat. We ask to be amused, touched, stirred, charmed, lulled, and Strauss does it all. So it is perfectly appropriate that this New York version should be directed unashamedly at the musical and dramatic pleasure centres.

Ion Marin sustains the sweet nostalgia of the orchestral part, and balances it well to achieve a combination of richness and delicacy; there is the right sense that what we are hearing is something precious and slightly too small, a marvellous chamber arrangement of a symphonic score. The opening-night cast, American except for Ragnar Ulfung as the Major Domus, could hardly have been more suitable.

Jessye Norman had only to play herself as operatic grande dame: swift, with what was for her an unusual incisiveness, in the prologue; statuesque and magnificent, rolling out the long phrases without any pretense of real suffering; as Ariadne. Ruth Ann Swenson had all the brilliance and agility needed to complement her as Zerbinetta, but also the strength and fulness to come somewhere near matching her. As Bacchus, it was a nice touch that we should have a surprise,

since Thomas Moser has hitherto made his career largely in Europe and as a Mozart tenor: he proved to have all the stature and stamina needed for that part, while maintaining a brightness and care for tone and phrasing. Thomas Stewart, too, was neatly chosen to elicit affection as the Music Master.

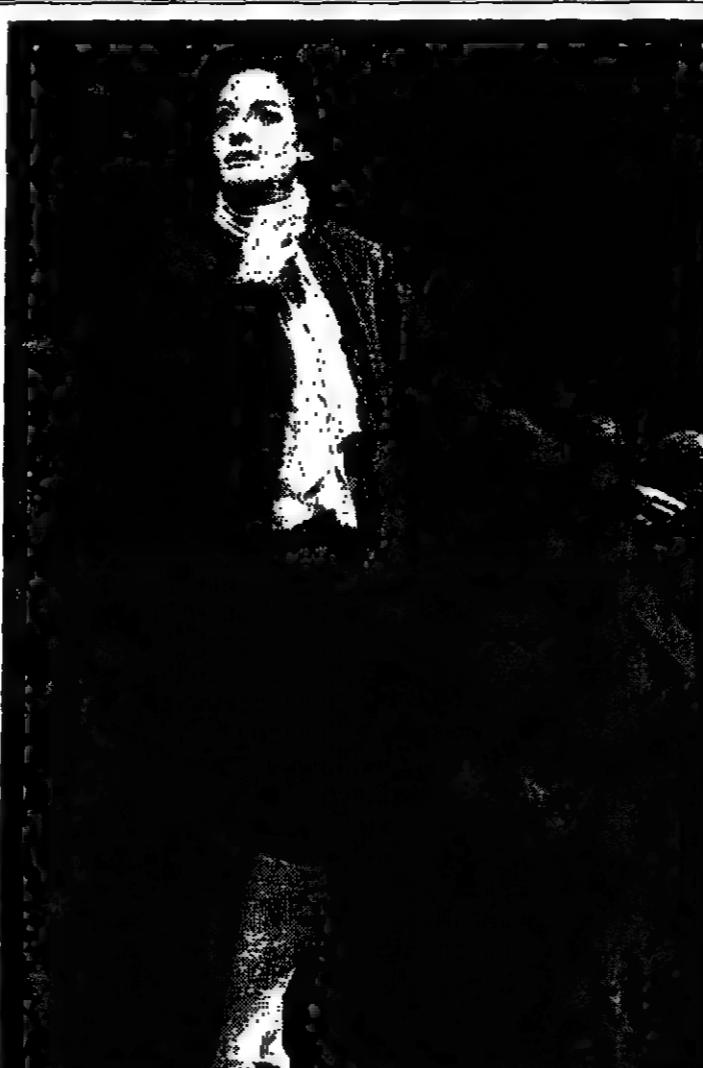
Susanne Mentzer was the Composer, and I suppose in an ideal world her voice would be a notch bigger and descend with confidence a semitone or two further. But one asks too much: this was a glorious performance, and strikingly different from the Octavian she had been presenting in this theatre until less than a week before. In *Rosenkavalier* there was always a smile and a bounce in her singing; in *Ariadne* she showed a different kind of youthfulness – ardour, directed energy, clear focus – and the difference was there as much in her voice as in her stage personality. She caught the steel of ambition that would make an apprentice artist capable to occasion.

But it was the production, by Elijah Moshinsky in designs by Michael Yeargan, that seemed most conspicuously to want to please the audience with an opulence that would have seemed distastefully cynical in the performance of a work by any other composer. The first act takes place in a huge architectural cross-section to cut-Zettl's Met's *Tosca*: one sees parts of a grand staircase, the back stage of the private theatre, and the

below-stairs arrangements of the artists. There is plenty of bustle with supernumeraries. People are having trouble hoisting up a backdrop for the performance in the theatre; the Major Domus has a swim of servants after him; the pantomime troupe is expanded to include a rubber-limbed, juggling Pierrot and several children as miniature Harlequins and Zerbettes. It is the sight of a boy Harlequin that, in a pretty moment, first hints to the Composer that something is amiss.

No subtlety is used to suggest that the second part of the piece takes place in the theatre we have seen being readied in the first. Instead of a cloth backdrop, we are treated to sliding panels, by means of which a night sky, with the constellations figured as on an old star map, can part to reveal a cloudscape or, for the finale, a screamingly vulgar sunset. The nymphs glide onto the set and off again atop high built-up costumes: they look like candles; and turn the production's irony towards campiness. Ariadne is swathed in black-purple to leave the full accent on her facial profile. But why Bacchus should arrive looking like the Flying Dutchman is less easy to explain, unless as a demonstration that by now in this opera nothing matters except the projection of meaningless golden sound.

'Ariadne auf Naxos' will be broadcast live from The Met on Radio 3, Saturday 6.30 pm



Susanne Mentzer as the Composer in 'Ariadne auf Naxos'

## Two mezzo recitals/Richard Fairman

## Sarah Walker and Sara Fulgoni

The post-war British singers who proved themselves the equals in recital of any in Europe are gradually handing over to the younger generation. What they achieved looks secure. Students today are often prepared to sing in most of the main European languages and to go and do so throughout Europe, too.

Over the weekend two British mezzos at different points in their careers showed what they can do at the Wigmore Hall. For Sarah Walker the occasion marked 25 years on the London concert platform. She gave two recitals, of which I saw the first on Thursday – a happy evening, if not as frivolous as the programme may have suggested. Its cover showed a cartoon with the singer as a fairy and

her expert accompanist, Roger Vignoles, as a pixie sitting on a toad stool.

Not to be outdone by any younger rivals, she sang in Italian, German, French, English and Czech during the course of the evening. Her German, in particular, was scrupulously clear and faultless, a substantial group of Schumann songs, which comprised the Mary Smart Lieder and a few favourites including one about fairies at the bottom of the garden. From the programme cover we should have guessed.

On either side were a vivid

account of Haydn's "Arianna a Naxos" and some rather camp Poulenc. But the best was Britten's *A Choral of Lullabies*, for nobody could catch better their sentiment or the malevolent gleam in the nanny's eye for the penultimate song. Wholehearted singing in Dvořák's Gypsy Song followed. Then came bouquets, a birthday cake topped by an iced prima donna and the encores, including one about fairies at the bottom of the garden. From the programme cover we should have guessed.

On Monday the Wigmore Hall

played host to a mezzo at the outset of her career. Sara Fulgoni has already attracted attention in operatic roles at the Royal Northern College of Music and here she was appearing as winner of the 1991 Edward Boyle Music Award. For one so young the voice is remarkable. Like the royal velvet red dress that the tall Miss Fulgoni wore so elegantly, it has a fullness, a richly luminous texture.

The sheer amount of tone, generously produced, was more than Gordon Crosse's *Voice from the Tomb* called for; the loneliness, the frightening

inner silence of Stevie Smith's poetry was largely left unprobed. It was a clever idea, though, to move from these poems about birds and frogs to Poulen's "Le Bestiaire" and Chabrier's rosy pigs and big fat turkeys, all done in decent French with some aplomb.

Most promising was Wagner's *Wesendonck Lieder*, as the voice seems generally happiest singing out in grand style. At first the phrasing was on the short side; but from the third song it started to stretch out with a truly Wagnerian span. Steven Maughan, the singer's otherwise effective accompanist, might have done still more there to keep up with his singer's vocal opulence. That, in itself, says much for Miss Fulgoni's exceptional prowess.

We start to assume that the ripper is among the dramatis personae; which lends a definite whodunit tension to proceedings. But what makes the play yet more absorbing is that it shows how dangerously touched by misogyny other male characters are too.

You see it brewing up, for example, in Candy's bartender lover after she first rejects him; and later he hits her. Yet, though this makes her reject him again, she soon finds herself hitting her lesbian admirer. David's world includes hookers, drugs and rough sex. Meanwhile, out there in Edmonton, a rapist is killing women. It is easy for David to hear of these murders, but he prefers not to.

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At the Hampstead Theatre, for a limited run

David's pal Kane asks what he did last night. Drily, David replies, "Got drunk, fucked some guy in a park, dressed up as a cowboy, and watched some guy beat up Senita." Of course you laugh at this ludicrous account – the more because you know it to be true. And the irony is compounded by the ways we witnessed him narrate it in the present tense.

Elswhere other characters, suddenly spoilt, voice his thoughts, as if becoming the complex echoes of his mind. Everything adds up to illustrate David's own dreadful escapism, dreadful least because he refuses to admit that the one friend to whom he is most loyal, Bernice, may well be the ripper.

Though the opening is too fancy, the play soon proceeds to hold its audience in a light, firm grasp. Ian Brown's staging perfectly realises the way in which Fraser shows us several "scenes" at once, the way he interleaves first-person soliloquy, third-person narration and straight you-and-me scene-playing. Not all the Canadian accents are flawless – rare is the Brit who can say "How now brown cow" like a true Canadian – but this never becomes a serious problem. All the performances, notably Dougray Scott's as David, are assured and convincing.

So why do I say this is not a good play? Because the humour, though really funny, is sometimes too cuts, too TV-comedy pat. Because the characters seem all to be "types" from textbooks. Because whatever ought to make them individual, such as the fact that Candy is a book critic, is never fleshed out. Because Edmonton itself is never fleshed out. Because, as is obvious, such characters as Jerry (the lesbian) and Robert (the bartender) are merely plot devices. Because, for that matter, so is everyone else. It is to everyone's credit that these flaws never distract you as you watch.

The main event this week at the Royal Opera is a new production of *Pelléas et Mélisande*, first night on Sat. Sixth Ehrlich conducts a staging by Ann-Margret Pettersson. Les Contes d'Hoffmann can be seen tonight and Fri, and Ingvar Lidholm's Strindberg opera *A Dream Play* is revived next Tues (24/240). Culiberg Ballet presents a Mats Ek double bill tonight at House of Dance, plus a triple bill March 24-27 (796 4910).

Concerts

Gidon Kremer gives a violin recital tonight at Konserthuset. Tomorrow and Sat. James DePreist conducts Stockholm Philharmonic Orchestra in works by Brahms and Beethoven (591400). Sun, Mon, Tues: Giuseppe Sinopoli conducts Bavarian State Orchestra in works by Wagner, Mahler and Schoenberg, with Agnes Baltsa (221316).

Gasteig Tonight: Nana Mouskouri. Fri: Veterinary Street Jazz Band and other 1920s groups. Sat, Mon, Tues, Wed: Mario Venzago conducts Munich Philharmonic in works by Henze. Sun morning: Rafael Frühbeck de Burgos conducts Vienna Symphony Orchestra. Sun afternoon: Mattheus Passion. Next

Saturday Super Channel: West of Moscow 1830. Super Channel: Financial Times Reports 1900. Sky News: Financial Times Reports 2030; 0130.

Sunday Super Channel: West of Moscow 0230; 0530. Super Channel: Financial Times Reports 1330; 2030.

## ■ BONN

Oper Tonight, Sat, next Tues and Fri: Der Freischütz. Sun: first night of new production of Puccini's Tritico. Mon: Lucia Popp song recital (773657)

## ■ COLOGNE

Philharmonic Tonight: Petr Altrichter conducts Prague Symphony Orchestra in works by Dvorák, Beethoven and Smetana, with piano soloist Grigorij Sokolov. Tomorrow: Orion Quartet plays Haydn, Bartók and Schumann. Fri: Rhine Chamber Orchestra. Sat: Ingrid Haebler piano recital. Sun: Mathew Passion. Sun evening: Mendelssohn's Elijah. Mon: Shlomo Mintz directs Israel Chamber Orchestra. Tues: Wolfgang Christ and Philharmonic Strings (2001). Opernhaus Tonight: Gwyneth Jones song recital. Fri and Tues: Zar und Zimmermann. Sat: Lohengrin with Gary Lakes, Eva Johansson and Sergei Leiferkus.

## ■ DRESDEN

DANCE/OPERA Kurt Horres' new production of Arlert Reimann's *Kafka* opera Das Schloss opens at Deutsches Theater am Rhein on Sat (repeated March 24, 26, April 7, 21). The repertoire also includes a ballet mixed bill tonight and tomorrow, La Bohème on Fri, Merry Widow on Sun and La fille mal gardée next Tues (211-8908 211). The Duisburg Theatre has a concert performance of Lakmé tonight, La traviata tomorrow, Giselle on Fri, Der fliegende Holländer

on Sat and Die lustigen Weiber von Windsor on Sun (203-8009 100). THEATRE Schauspiel Bochum gives a guest performance at the Schauspielhaus tonight of Brecht's Good Person of Sezuan, directed by Franz-Patrick Steckel. Sat and Sun: Zeit-Ensemble Theater presents My Mother's Courage, George Tabor's tale of Jewish deportation from Budapest. The repertoire also includes Arlel Dorfman's Death and the Maiden, Maxim Gorki's Vespa, Sheleanova, Shakespeare's A Midsummer Night's Dream and Die schone Fremde, Klaus Pohl's topical play about German xenophobia (211-162200/211-369911).

## ■ FRANKFURT

Alte Oper Tonight: I Musici di Vivaldi. La bohème: Fri: Madama Butterfly. Sat and next Tues: Gerd Albrecht conducts Siegfried, with Heinz Kruse and Gabriele Schnaut. Sun and next Thurs: Otelio with Vladimir Antonov, Bernd Weilki and Katia Ricciarelli (351721). St Michaelis-Kirche Tomorrow and Fri: John Neumeier's Mathew Passion ballet (351721).

Musikhalle Fri: Herbert Blomstedt conducts San Francisco Symphony Orchestra in works by Sibelius, Harbison, Debussy and Stravinsky. Sat: Hamburg Concert Chorus. Sun: Hamburg Symphony Orchestra. Mon:

Staatsoper Tonight: Il barbiere di Siviglia. Tomorrow: La bohème. Fri: Madama Butterfly. Sat and next Tues: Gerd Albrecht conducts Siegf

Edward Mortimer



I've heard of people's capitalism, but this is ridiculous. On February 25 the Hong Kong government postponed publication of Chris Patten's political reform bill, for the third time. Next day, the Hang Seng Index shot up by 148.11 points. The delay in gazetting it, according to a commentator in the pro-Beijing newspaper Wen Wei Po, "caused great excitement among investors. This showed that Hong Kong people wish to see Mr Patten's reform package abandoned..."

It is a strange, looking-glass world. One of the two reforms that Beijing most strenuously objects to is the proposal to widen the franchise of the "functional constituencies" which are to elect half the members of Hong Kong's next Legislative Council (LegCo). Until now, many of these have been capitalist rotten boroughs. In the business and industrial constituencies, for instance, votes are cast not by individuals but by companies. Mr Patten proposes to give the vote to individual company directors. And in nine new constituencies, corresponding to broad sectors of economic activity, he proposes that every worker should have a vote.

You might think this would appeal to communists: a measure to take some power away from bosses, and give it to workers. But communist China is no longer like that. It has reached the last chapter of Orwell's Animal Farm, in which the animals looked from man to pig, and pig to man, and could no longer see the difference. China's official slogan talk of the "socialist market economy", but there is little trace of socialism in the frantic capitalist development that is now going on in China, unless it is the fact that the local capitalist employer often combines the functions of mayor and party secretary. All that is left of communism is the authoritarian political structure.

Not surprisingly, then, it is Hong Kong's business community that is vociferously ranged against Mr Patten, while opinion polls suggest that the majority of the colony's population is still behind him. The business community is acutely aware of the extent to which the colony's economy is now

## Divide and rule

**Businessmen lean towards Beijing, but the people favour Patten**

bound up with that of the mainland. It is Hong Kong's unique position as the privileged channel, both for Chinese exports and for foreign investment in China, that is at the root of its extraordinary prosperity. Chinese sovereignty holds few terrors for people who move millions of dollars in and out of China every day. What does terrify them is the thought that Mr Patten, by his quixotic last-minute effort to introduce democracy - in a territory that has hitherto done very nicely without it, thank you - may provoke Beijing into measures that will

**The fear is that China will be provoked into interfering with business**

interfere with business.

Yet "democracy" is a very grand word for what Mr Patten is trying to do, and it is not one he himself uses. Even if his proposals were to be enacted without amendment, only 20 out of 80 LegCo members in 1993 would be elected in a normal, democratic way - that is, by universal suffrage in residential constituencies. Twenty-one would be chosen by the old functional rotten boroughs, made slightly less rotten by a gentle broadening of the franchise. Nine would come from the new functional constituencies with mass electorates of working people, who thereby gain representation through their profession (an idea once associated with Italian fascism); and the remaining 10 would be elected indirectly, by an "election committee" itself composed of

elected officials, drawn mainly from the local district boards to be elected next year.

China's rulers themselves are committed to introduce full democracy by stages after their takeover in 1997. But obviously, once in charge, they reckon to be able to control the process and keep out those leaders or parties they find obnoxious. What worries them about even partial democratisation under British rule is the fear that in 1997 they will find themselves confronted with a LegCo dominated by their opponents. They have not recovered from the shock of June 1989, when a million people in Hong Kong demonstrated in support of the students in Tiananmen square, and a good deal of Hong Kong money found its way to dissident organisations on the mainland. Worse still, the same people who organized the demonstrations went on to win 14 out of the 18 directly elected seats in LegCo in 1991.

That is still only 14 out of 60 members altogether. At present, they are still easily outnumbered by the combined strength of the governor's appointees and the representatives of conservative business interests. Beijing's fear is that a broader franchise in 1995 might give them the majority. It is probably groundless. Mr Martin Lee, leader of the main liberal group, the United Democrats, believes his near landslide victory in 1991 reflected partly an expression of revulsion against the Tiananmen massacre, then still fresh in everyone's memory, and partly his opponents' lack of organisation. Neither factor is likely to be repeated in 1995.

In any case, Mr Patten does not expect to get his package through unamended. Either it will be modified in talks with Beijing - in which case he will have the embarrassing task of forcing it through LegCo with business support, against the protests of the liberals - or the conservative majority in LegCo will themselves amend it in a way calculated to appease Beijing. But he is determined to preserve a legislature with a degree of independence, which he sees as the best safeguard for Hong Kong's freedom after 1997. And he still hopes to persuade Beijing that it has to accept Mr Lee and his friends as part of the reality of Hong Kong - unpalatable, perhaps, but not unamenable, unless Beijing itself insists on making martyrs of them.

**S**enior British insurance managers are prone to scratch their heads when asked about the logic behind the latest deal in the UK by Zurich Insurance of Switzerland, completed last week after months of negotiations.

Zurich, Europe's fourth-biggest insurance company, has taken over much of the business of Municipal Mutual, the insurer owned by local authorities which withdrew from the market last year. It had been hit by claims arising from cases of arson in schools and accidents involving council employees injured at work. Zurich is setting up a subsidiary, Zurich Municipal, to handle the accounts of more than half Britain's councils.

On the surface, there might not seem much to commend the deal to the financially strong Swiss group. But closer examination shows the business logic behind the painstaking talks.

Neither side is prepared to disclose the price, but in return for what, in the context of some recent European deals, appears to be a relatively modest sum, Zurich has won access to about £200m a year in premium income, and perhaps as much as 3 per cent of the entire UK insurance market.

More significantly, the takeover gives Zurich the chance to develop its innovative approach towards commercial insurance in the UK market. Rather than the "all products to all men" attitude favoured by traditional insurers, Zurich focuses on the development of long-term relationships with particular groups of commercial customers.

The company aims to provide a range of services to reduce risks and thereby the likelihood of insurance claims. If successful the MMU deal and could serve as a model for expansion in areas of the insurance market long regarded by British companies as their private fiefdoms.

MMU turned to Zurich after being disappointed by potential UK rescuers. Last year, the company stopped underwriting after posting losses of £240m in 1991. A succession of UK local councils offers Zurich an "enormous opportunity" to develop its company's approach to commercial insurance business.

"We've been involved in council business over the years and we're still paying for it," said the manager of one UK company.

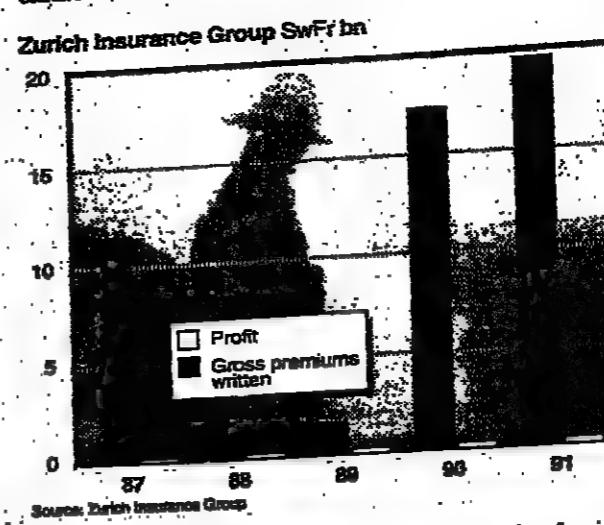
UK companies initially refused to offer even the most minimal emergency cover to

# Stepping in where others fear to tread

**Richard Lapper examines the rationale behind Zurich Insurance's latest deal in the UK market**

## Zurich: a risky business

Market Capitalisation (£m)	
Zurich	885.1
Royal	2417.0
Sun Alliance	1299.0
G.R.E.	2223.8
General Accident	2085.0
Commercial Union	
Source: FT top 500	



As well as insurance, Zurich Municipal will develop a range of customised services for councils - from advice on how to reduce incidents such as workplace injuries and minor road accidents to improvements in the physical security of schools and other municipal buildings. Zurich will also advise councils on how they can fund many small claims through self-insurance schemes which can reduce costs.

"You have to be flexible enough to recognise that other services and products are as legitimate as insurance products," says Mr Eddie Hester, general manager Zurich International (UK). The Zurich subsidiary which originally developed this approach in the mid-1970s.

While traditional insurers sell a narrow range of insurance policies - such as property insurance, liability insurance, accident insurance -

often on the basis of price to any customer, Zurich has adopted a targeted approach. "It is best to focus on needs and risks of a particular group of customers rather than trying to do everything," says Mr Hester.

Zurich's international division, which directs its marketing to multinationals, specialises in insuring chemical and pharmaceutical companies. Its London subsidiary alone employs 15 loss advisers, trained as engineers, many of whom have had first-hand experience in the chemical industry. They provide technical advice on how companies can reduce their risks.

Elsewhere, the group has developed profitable businesses in such unlikely niches as California rice farmers, Wisconsin meat packers and US motor dealers. A common feature is that Zurich aims to develop an intimate knowledge of its customers' business.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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### Older people often make better workers than the young

**From Mr Marc Thompson**  
Sir, David Goodhart's article on the Transfer of Undertakings Regulations ("Tupe or not Tupe?", March 15) illustrates the problems that the government's market-testing initiative has hit. It is ironic that some Tory MPs are complaining that the Acquired Rights Directive is an anti-competitive measure. One of the arguments behind its implementation was to promote genuine competition across the Community. It is only regarded as anti-competitive because the British government appears hell-bent on creating an offshore Taiwan in Europe.

My advice to the European Commission would be that if they want to "hold on to employees for several years" they may find it less costly and more efficient to employ an older person.

Marc Thompson,  
Institute of Manpower Studies,  
University of Sussex,  
Brighton BN1 9RF

### Hitch to contracting-out plans no red herring

**From Mr John Sheldon**  
Sir, David Goodhart's article on the Transfer of Undertakings Regulations ("Tupe or not Tupe?", March 15) illustrates the problems that the government's market-testing initiative has hit. It is ironic that some Tory MPs are complaining that the Acquired Rights Directive is an anti-competitive measure. One of the arguments behind its implementation was to promote genuine competition across the Community. It is only regarded as anti-competitive because the British government appears hell-bent on creating an offshore Taiwan in Europe.

Mr Waldegrave, minister for public service, continues to be one of the very few trying to sell the idea that the Tupe regulations are a "red herring" that will have no impact on the market-testing programme.

Christopher Chope, his ex-

colleague and fervent exponent of contracting-out, is more reliable when he told a recent seminar that the European Court would "drive a coach and horses through the competitive tendering legislation" that he is "working on the assumption that all contracts will be caught by the Acquired Rights Directive"; and that he thinks "it is a political impossibility to get the 1977 directive amended". The humiliating collapse of the government's position in the South Glamorgan case ("Government admits defeat over contracting-out case", March 16) is further evidence of the real impact of Tupe.

This is a red herring that bites back.  
John Sheldon,  
general secretary,  
NUCPs,  
124/130 Southwark Street,  
London SE1 0TU

### Thurow view on US trade 'dangerous nonsense'

**From Prof Willem H Buiter**  
Sir, When Lester C Thurow (Personal View, March 10) makes recommendations for US macroeconomics and trade policy, he writes dangerous nonsense.

First, there is his statement that a 4 to 4.5 per cent rate of growth is an absolute necessity if President Clinton is to create growing job opportunities and rising real wages for the 80 per cent male workforce that did not participate in the economic gains of the 1970s and 1980s. We may anticipate, or at least hope for, a one or two-year period of cyclical recovery during which the growth rate of GDP is maintained at the 4.8 per cent level of the last quarter of 1992. It is a pipe-dream to believe that the US is capable of sustaining over an extended period of time an average annual rate of growth of 4 to 4.5 per cent.

Over the period 1948-90 the average annual growth rate was just above 3.2 per cent. Even the growth rates achieved in the halcyon days of the 1960s (with an average annual growth rate of 4 per cent) and the 1980s (with an average annual growth rate of 4.1 per cent) were at the lower end of Mr Thurow's range.

Furthermore, one of the consequences of the 12 wasted Reagan-Bush years has been a weakening of the supply side of the economy. While it should be possible to do somewhat better during the next 10 years than the average 2.6 per cent growth rate of the 1980s, it is dangerous to declare an obviously infeasible growth rate to be a necessary condition for real wage growth and expanding job opportunities for those who lost out during the 1980s.

Desirable feasible policies are endangered that way. Much good can be achieved at a post-recovery average annual growth rate of 3 per cent. It all depends on the composition of the growth.

Second, there is the statement that the US could expect a huge surge of imports if it were to succeed in growing much faster than the rest of the industrial world. This proposition need not be correct when the higher growth is supply-driven. Japan managed to grow faster than the rest of the industrial world for decades without drowning in imports.

Even when the higher growth is demand-driven, the proposition holds only if the source of the demand stimulus

is expansionary fiscal policy or an exogenous boost to some other component of domestic final demand, not if it is expansionary monetary policy.

Third, there is the statement that if one looks at the relationship between output and employment in American manufacturing, every \$45bn in extra manufactured imports essentially costs the American economy 1m jobs. For non-sense statements like this (attributing one-way causality to a co-movement between two endogenous variables), undergraduates properly flunk their intermediate economics courses. What on earth is the counter-factual policy scenario that produces \$45bn in lost imports and 1m extra jobs?

Like Mr Thurow, I would like to see a co-ordinated fiscal and monetary expansion in the industrial world (my preference would be for monetary expansion in the US, Germany and Japan, fiscal contraction in the US and Germany and fiscal expansion in Japan).

Unlike Mr Thurow, I do not favour "direct action" by President Clinton if such co-ordinated action cannot be arranged promptly. Surely "direct action", taking "whatever actions are necessary"

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## FINANCIAL TIMES

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Wednesday March 17 1993

## The choice over Russia

**THE DECISIONS** facing the Group of Seven countries now urgently confering on how to assist Russia may soon become both more difficult and more inescapable. The west may have to choose between an anarchy created by totalitarians and an autocracy run by democrats. This choice has to be made in favour of those committed to reforming Russia.

Russia is caught in a war between a reforming government that bears responsibility, but is almost powerless, and a reactionary parliament that possesses power, but bears little responsibility for its use. The constitution producing this slide to anarchy is a legacy of one of the most centralised states in history. No less paradoxically, the forces exploiting democracy are nostalgic for communism while the leader battling with parliament is the man who kept out the tanks during the August 1991 coup.

A popular referendum would, Mr Yeltsin hopes, reinforce his legitimacy as the directly elected leader of Russia and allow him to alter the constitution and expedite economic reform. More power for the government would mean suspension of a parliament that blocks its urgent measures and subordination of the central bank and other institutions to the government's will.

The west may soon have to choose between an obstructive parliament and a government aiming to introduce the conditions for stable democracy, including a market economy. It would have to choose Mr Yeltsin. It cannot side with parliamentarians whose hard core is anti-market, anti-democratic and anti-western. Democracies must back even authoritarian rulers if the alternatives are worse.

### Stable evolution

The larger question is this: if Mr Yeltsin imposes presidential rule, can it work, in the sense of producing conditions for market reform and stable democratic evolution? The answer is that he would succeed only if the government pursued reform single-mindedly, if it took the reasons for reform to the people in a much more effective way than at present and if the

assistance which the west is now debating were directed at alleviating the suffering of the victims of reform.

There is no lack of voices in the centre of Russian politics which say that President Yeltsin is already beyond "saving" by western support; that the country is in such an advanced state of disintegration that no central power, presidency or congress, can lead it, and that the radical reform strategy would be violently rejected if pushed through by an authoritarian power.

### Economic disintegration

These are substantial objections. Furthermore, the government is not the only group with a plan for market reform: one benign effect of the past year and a half has been that there now exists a free-market "party" in opposition, in which substantial figures like Mr Grigory Yavlinsky, the creator of the "500-day plan", play major roles. Time, however, is short, as Mr Yeltsin underscored yesterday after his talks with President François Mitterrand. Only an end to the debouching of the currency, combined with continued privatisation, offers hope of averting an economic disintegration that no democracy could hope to survive.

Russia is now disintegrating. Its regions are increasingly going their own way. If the central power continues to weaken, Russia will become ungovernable. Thus the alternative to the effective exercise of power by Mr Yeltsin's government is the west's chief nightmare: a nuclear-armed Russia under xenophobic control or, worse, under no control at all.

There can be no guarantee that supporting the government will work, but the west has too much to lose not to give vocal and effective assistance, up to and including the point where the president concentrates authority in his hands. If it had helped sooner and more aggressively, things might not have reached this pass. Guarantees should be sought on early elections, a new constitution and the firm grounding of democratic rule. But in foreseeable circumstances, supporting Mr Yeltsin remains the west's only choice.

## French Socialists go on trial

**NEXT SUNDAY'S** election in France will be widely regarded as a trial of the Socialists' record in office. On the evidence of the opinion polls, they may lose three-fifths of their seats and the combined conservative parties will sweep back into power with a massive majority. By the ordinary yardstick of democratic success and failure, such a result would appear to be a devastating condemnation.

Up to a point, the Socialists clearly deserve to be thrown out. They have been in power too long, they have shown themselves all too ready to resort to the flesh-pots of political corruption, and they have failed to rethink their traditional policies and their style in ways which would reconcile their claims to some kind of modern socialism with the practical demands of today's world.

But if one looks at their policy record, it is not evident that the Socialists have done badly by the French electorate. When they came to power in 1981, they rushed ahead with outdated left-wing nostrums, like wholesale nationalisation and early retirement. But within two years they were forced to backtrack and since then they have steadily pursued a modest, even "conservative" economic policy, based on budgetary restraint and control of inflation.

This has been a well-managed policy, which has given France above-average growth and steadily falling inflation. It will no doubt be continued by the conservatives after next Sunday's election. The acute problem, from a Socialist point of view, is that this responsible economic policy failed to prevent the rise in unemployment, which has now become inexorable under the forces of recession.

### Structural problem

It is reasonably clear, therefore, that the vast swing in Sunday's vote will point to a serious structural problem, which can only partly be laid at the feet of the Socialists. The problem is that the French political system is out of kilter, largely because there is an imbalance between the large and spreading powers of the presi-

**M**r James Wood, an Englishman who heads America's quizzily named performing Great Atlantic & Pacific Tea Company, has suddenly found himself thrust into one of the less enviable positions in US business.

The north-eastern supermarket chain, usually known as A&P, has become a prime target for the increasingly powerful US corporate governance movement, which is beginning to have a big impact on the running of American business.

The movement, which brings together some of the largest institutional investors in the US, tries to improve the financial performance of companies by making their management more accountable to shareholders.

Its muscle has been demonstrated most graphically by the recent forced resignations of chief executives – IBM, American Express, Westinghouse and General Motors – at least in part because of shareholder dissatisfaction over their performance.

The movement is now in its most concentrated period of annual activism, the so-called "proxy voting season" of spring and early summer, when most American corporations hold their annual shareholders' meetings.

This season is producing some of the most concerted shareholder action yet, thanks partly to important changes by the Securities and Exchange Commission, which oversees the US securities industry, in the way "proxy contests" – shareholder voting battles at annual meetings – are waged.

The new rules, brought in last October, allow investors to band together more easily, and give them greater flexibility in the tactics they use against management.

A separate SEC change, forcing companies to reveal much more about their executive pay practices, is giving investors a new stick with which to beat the boards of poorly performing businesses.

The battle at A&P is a product of all this change. The \$55bn New York State pension fund, one of America's largest institutional investors, recently announced that it would oppose the re-election of A&P's directors at the July annual meeting because of the group's underperformance. Thanks to the SEC rule changes, it would urge other shareholders to do likewise.

The fund has no hope of victory, since A&P is 53 per cent owned by Germany's Tengelmann retailing group, which will presumably support the existing directors. But strong backing for New York from other investors might at least force A&P to look at ways of improving its performance.

According to Mr Edward Officer, New York State's chief fiscal officer and pension fund trustee, A&P's efforts to deal with its problems are "anemic and unacceptable". Its managers, he adds, "are guys that need a kick in the pants on behalf of our beneficiaries".

Three main factors lie behind the rapid rise of the corporate governance movement, which only began its first tentative challenges to management at the end of the 1980s. The first was the growth of institutional investment in the 1970s and 1980s, and the decline of the small US shareholder, giving big stakeholders immense potential clout.

The second was the 1980s takeover boom, which encouraged the managers of weak companies to pay off corporate raiders, or enact "poison pill" defences around the business, irrespective of whether this was in shareholders' interests.

The third was the rise of indexation – where fund managers invest in a portfolio of stocks weighted according to a market index, such as the Standard & Poor's 500, rather than trying actively to pick winners or sell poorly performing stocks.

"Indexed equity portfolios invariably contain real dogs," says Ms Carol O'Clereain, New York City's finance commissioner. "But one way to improve our performance is to train these old dogs to do new tricks." In other words,

dency and the undervalued role of the parliament.

Over the years this has generated a growing sense of alienation among the electorate, which has become evident in the growth of support for the protest parties, most notably the extreme right-wing National Front and the two ecology parties. All told, the non-governmental parties could get a third of the votes between them, but without winning many seats in parliament whereas the conservatives can expect a huge majority in parliament, even if they get under 40 per cent of the vote.

**Urgent priority**

The disequilibrium between the conservatives' ostensible governing power, and their much more limited popular support, will be especially flagrant where the conservatives are divided on major policy issues, as they are on Europe. One of their most urgent priorities, therefore, should be to introduce some quite modest political and constitutional reforms, to restore the balance between the institutions and rebuild popular confidence in the system.

There can be no changing the defining characteristic of the constitution, which is that of a mixed presidential-parliamentary system. As a system this may seem unclear, but the central fact is that it obviously suits the French and has provided government of above-average quality for rather a long time.

President Mitterrand's recent initiative, in launching a package of constitutional reforms, has been criticised by the right. But it is bound to become one of the central issues of debate, by the new governing majority in parliament, and offers a convenient opportunity for improving the system.

One option would be a shortening of the presidential term; another would be a tighter definition of the powers of the president compared with his government. But, however it is done, the essential requirement is for some slight shift of authority and legitimacy in the direction of government and parliament.

However, when it comes to revolutionary executive toys, the \$755,000 Notar – bought by racing car-owner David Richards – is pretty small beer.

Last month Hanson Air sold its first Beech Starship – a futuristic

# Crusaders in the capitalist cause

US shareholder activists are gearing up to make underperforming managements more accountable, says Martin Dickson



exert pressure on management to run the company better.

Initially, companies were selected as targets on a somewhat subjective basis – what Mr Regan calls the corporation *du jour* syndrome.

One of the most important recent developments has been the adoption by several large funds of more scientific, computer-based "screens" to identify poor performers.

A particularly elaborate model has just been set up by the New York state fund, which is using it for the first time in its campaign against A&P. The three-stage screening process starts with a statistical review of a company's performance; goes on to an examination of its corporate governance and executive pay; and finishes with a consultant's report on the group's

long-term prospects under the existing management.

The Council of Institutional Investors, an activist umbrella organisation, is looking at ways of sharing a similar service between all its members, so that screening is not limited to the largest, richest funds. Ms Sarah Teslik, the council's executive director, says screening will tend to concentrate institutional attention more powerfully on the same group of poorly performing managements.

But she hopes it may also help to broaden the corporate governance movement, at present dominated by the big state employee pension funds and individual activists, such as those belonging to the umbrella United Shareholders Association.

Performance screens could provide a degree of statistical respect-

ability to help overcome the qualms of other investor groups, such as insurance companies and mutual funds, which up to now have been wary of the high-profile wave-making of the activists.

That said, the tactics of many activist institutions have mellowed over the past year or so. Take, for example, the California Public Employees Retirement System (Calpers), the largest public pension fund in America and the most prominent shareholder activist.

In preparation for this year's proxy season, it decided to focus on 12 companies, chosen after a performance screening, which it did not immediately name in public, and tried to get them to change through discussions with their non-executive directors before filing proxy proposals. In most of the cases it appears to have achieved its goals.

The main focus of concern for Calpers and many other activists, as demonstrated by this year's resolutions, is the composition of a company's board and its power structure. Their main aim is to curb the power of the company's executive officers – particularly where the roles of chairman and chief executive are combined – and give more weight to non-executive directors.

At some companies investors are demanding that any new directors be nominated by a committee composed entirely of non-executives; at others they are calling for the separation of the jobs of chairman and chief executive, or a non-executive chairman. And they are insisting that non-executives be put in charge of director compensation at companies where this is not already the policy.

They are getting results too: companies which two to three years ago dismissed the activists as minor irritants are now more prepared quietly to meet their demands and head off a proxy fight, having seen the muscle they can command. An important demonstration was last autumn's decision by Sears, Roebuck, the troubled retailing group, to spin off its financial services business after two years of pressure from activist investors led by Mr Robert Monks, a veteran of the shareholder movement.

The SEC's new rules give the institutions additional clout. "They have very fundamentally changed the proxy process – more so than I think even the SEC staff realised," says Mr John Wilcox, chairman of Georseon & Co, which advises companies on proxy matters.

Under the old rules, if 10 or more holders of a company's stock discussed a shareholder proposal, they were required to send a notice to all stockholders and file documents with the SEC disclosing what they were doing. It was a cumbersome

and extremely costly process.

The new rules allow any number of shareholders to communicate orally without these restrictions (some written material must still be filed with the SEC), provided they are not seeking authority to cast the votes of others. They also allow investors to announce in advance of a meeting how they will vote, and why.

As a result, investors can now launch quick, informal proxy protest campaigns, simply by issuing a public statement saying they will vote against the directors of company X because of policy Y, and inviting others to join them. That is precisely what happened at A&P.

A similarly sudden protest campaign was mounted ahead of last week's annual meeting at Paramount Communications, the media

industry newspaper.

One profit of the new boss asked "Who is this nut?" while columnist Jack Newfield, who had just been given his marching orders, took another tilt at the proprietor's sanity.

The problem with bankruptcy courts is that they have a metal detector in the lobby, but not a CAT-scan.

group led by Mr Martin Davis. The public pension fund in the state of Wisconsin announced that it would withhold its annual meeting vote for the four directors responsible for Paramount's executive pay policy, on the grounds that the company's "abysmal" investment performance did not justify the substantial incentive bonuses they had paid management. And it sent notices to 150 other leading shareholders urging them to do likewise.

The Paramount protest is one of the first fruits of the SEC's new rules on the disclosure of executive compensation, which came into effect last autumn amid mounting public concern that the pay of US chief executives was spiralling out of control.

Companies must now provide a comprehensive new table disclosing the annual salary, bonuses and all other compensation awards of its top five officers over a three-year period and spell out stock option benefits more clearly.

The board committee in charge of compensation must also report on its pay policies and say how compensation relates to executive performance. And the proxy must include a graph showing total returns to shareholders over the past five years, compared with returns from a broad market index (such as the Standard & Poor's 500) and an index of peer companies.

The protest at Paramount ended up as a damp squib – the directors were re-elected with more than 99 per cent of the votes – but the link between executive pay and performance is likely to be the hottest activist issue over the next few months.

The ultimate test of all this waveraking is whether it leads to significantly improved financial and share price performance at the target companies. There is some evidence, albeit largely still anecdotal, to suggest that it may.

If so, putting money into poorly performing companies and then agitating for changes in corporate governance could become a significant investment strategy over the next few years. Some investors on the cutting edge of the governance movement are already moving in this direction. Calpers, for one, is considering actively investing \$1bn itself in underperforming companies and putting cash in two similar outside funds.

One of these, called Lens Inc, was set up last year by Mr Monks, the Sears campaigner, and acquired stakes in four companies with the aim of persuading management to improve corporate governance and change the group's strategy.

Two of them – Westinghouse and American Express – have since seen the forced resignations of their chief executives, while the others, Sears and Eastman Kodak, are in the throes of big shareholder-influenced restructurings. All but Westinghouse have enjoyed strong share price performances since initiating change, suggesting that good corporate governance may also be excellent capitalism.

Indeed, several prominent business academics see in this trend the potential seeds of a new compact between business and institutional shareholders, which they have labelled "relationship investing". This involves an investor making a large long-term financial commitment to a company in return for a say in the way it is run.

Corporate America, which complains that most shareholders are interested only in short-term trading, is not seeking authority to cast the votes of others. They also allow investors to announce in advance of a meeting how they will vote, and why.

As a result, investors can now launch quick, informal proxy protest campaigns, simply by issuing a public statement saying they will vote against the directors of company X because of policy Y, and inviting others to join them. That is precisely what happened at A&P.

The idea is hardly new (though its wholesale implementation would be). After all, this kind of investing has long been practised by one of America's most successful fund managers, Mr Warren Buffett.

It also has plenty of pitfalls. For example, many institutions could face serious conflicts of interest if they became too closely involved in a business. But at least it offers one way of ameliorating the antagonism between the owners and managers of American business.

## OBSERVER



replacements for sensible folk like trade unionist Bill Jordan, Marks & Spencer boss Keith Davies, and thriller writer P D James.

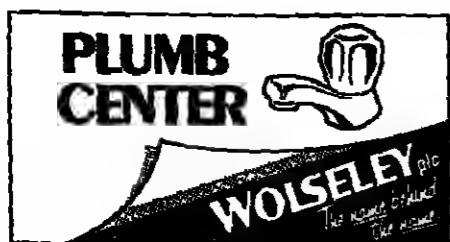
Given the calibre of the governors remaining on the board, there is an argument for the BBC breaking with tradition and asking at least a few of the outgoing bigwigs to stay on.

Saintly diversion

The City Vaults, a Davy wine bar in St Martin's-le-Grand, is celebrating St Patrick's Day with a menu which includes leek soup, a great Welsh dish, and bread and butter pudding, which cannot be anything but English.

But then Ireland's patron saint was not an Irishman.

### CAT-echised



# FINANCIAL TIMES

Wednesday March 17 1993

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Warning of 'serious threat' to democracy ■ Mitterrand seeks G7 meeting

## Call by Yeltsin for immediate western support

By John Lloyd in Moscow

MR BORIS YELTSIN, the Russian president, yesterday called for immediate and substantial western aid to stave off what he called "the serious danger of reaction" in Russia.

Mr Yeltsin, speaking at a joint news conference with French president François Mitterrand, said "there is a very, very serious threat hanging over democracy and reforms".

He said last week's session of the Congress of People's Deputies, the country's top legislature, showed that communist forces were intent to avenge their defeat in the 1991 coup. "I believe the western world and western countries did not understand the reality of revolution before the eighth Congress," Mr Yeltsin said, calling urgently for aid. "We cannot wait for Tokyo in June or July. It may prove too late," he added.

Mr Mitterrand suggested Group of Seven leaders meet as soon as possible after Mr Yeltsin's summit with President Bill Clinton in Vancouver on April 4 to discuss Russia's problems.

When asked if the west would continue its support for Mr Yeltsin if he introduced authoritarian measures, Mr Mitterrand said: "If we must choose between camps in the country then we will

choose the camp which continues democratic and economic reform."

He added, however, that Mr Yeltsin had "proposals to make to the Russian people and I am certain he will do so in a democratic way".

Mr Yeltsin has said he will continue to hold a plebiscite next month, after the Congress denied him the right to hold a referendum. In doing so, he will directly challenge the parliament, which has ruled such a move unconstitutional and has voted itself the powers to strip him of office.

Mr Yeltsin said he would not make "rash decisions" but would resolve what to do in the near future. He and Mr Mitterrand said the crisis would have to be settled in the next few weeks.

The French president made clear there were sharply differing views among the Group of Seven industrialised countries on the urgency of aid to Russia. France and Germany were leading those who believed in the need for urgent action.

Japan by contrast had so far refused to take part in a high-level G7 meeting before the scheduled heads of state conference in Tokyo in July.

Mr Mitterrand suggested that if Japan continued to refuse to take part, the meeting should go ahead outside the formal



François Mitterrand (left) and Boris Yeltsin in Moscow where they agreed the Russian crisis had to be resolved within weeks

boundaries of the G7 process. Mr Yeltsin also said there could be several changes in the cabinet of ministers — but insisted these had been planned long before the clash with Congress and would be made on grounds of competence.

His advisers have pressed him to make a move towards the centrists, represented by the Civic Union bloc, by offering seats to

their representatives as a way of broadening his political base before holding a plebiscite.

■ The European Bank for Reconstruction and Development announced it had signed a \$4.5m technical co-operation loan to aid privatisation in Russia.

Regions weigh up Moscow power struggle, Page 2  
Editorial Comment, Page 15

## Bundesbank cautious over prospects for cut in rates

By Christopher Parkes  
In Frankfurt

LAST weekend's solidarity pact between the German government and opposition, although positive, was not a reason in itself for easing interest rates, Mr Ottmar Issing, a member of the Bundesbank's directorate, said yesterday.

Monetary developments remained the main basis for such decisions, he told a conference in Wolfsburg. Mr Issing, however, welcomed the agreement which, he said, ended political uncertainty.

The central bank council would examine its implications for public sector debt and taxation levels at its meeting tomorrow. "We have to analyse what the result means in concrete terms for the economy," he said.

Although the package has been widely welcomed on political grounds, analysts suggest it will lead to increased government deficits in the short term. They also point out that the direct and indirect tax increases run counter to the Bundesbank's declared preference for spending cuts rather than higher taxation.

Mr Issing's caution contrasted

with an upbeat claim by Mr Theo Waigel, finance minister, that prospects for further interest rate cuts had been improved. Now that money supply was on course, conditions were more favourable, he said.

Many analysts say a cut of at least 1% percentage point in both the 8 per cent discount rate and the 9 per cent Lombard rate is likely tomorrow, although they agree that last weekend's political developments will have at best a neutral impact on the bank council's thinking.

According to Mr Issing, monetary policy was not part of the solidarity pact, nor was it dependent on other political circumstances.

He was not sure if money supply figures for February would be available for tomorrow's meeting of the bank's central council, but inflation was still too high, he said.

Growth in the M3 measure of money supply is widely believed to be shrinking under the pressure of recession. Inflation, 4.2 per cent at the last reckoning, is tending to fall. While wholesale prices rose 0.2 per cent between January and February, they were still 1.8 per cent lower than a

year earlier, the federal statistics office reported yesterday.

In January, M3 contracted at an annualised rate of 2.4 per cent, revised from a preliminary 2.8 per cent, in contrast to the bank's target range of 4.5-5.5 per cent annual growth. Preliminary figures are usually available around the 20th of each month.

Meanwhile, the Bundesbank yesterday held to the lower rates at which it supplies wholesale funds to the money market with the announcement of a fixed rate tender for securities repurchase funds at 8.25 per cent.

In spite of apparent tightness in the market — call money rates rose towards 8.75 per cent yesterday after 8.40-8.45 per cent on Monday — the central bank said it believed there was enough liquidity in the markets.

Mr Johann Gaddum, a directorate member, said the new "repo" allocation was expected to ease some of the "unjustified" concern in the markets.

The bank surprised markets earlier this month when it lowered the "repo" rate by almost 1/2 point to 8.25 per cent. This was seen as a signal that the discount and Lombard rates were likely to be cut at this week's meeting.

Sir Leon yesterday repeated his earlier proposal to waive the EC utilities directive's Article 28 — the US is understood to be pressuring for suspension of this article.

The directive offers a 3 per cent price preference to European companies on condition that the US makes reciprocal moves to open the US market in transport, power generation and telecommunications.

A US trade official in Washington said Sir Leon had been asked to put the offer of the study on paper.

It is unlikely that the study — even if it is agreed — will stop sanctions being imposed on schedule. "There are all sorts of studies already," the official said. But the "discrimination" against US suppliers has persisted.

Sir Leon, however, also warned that if the US went ahead with its threat, the EC would view such actions as "unilateral" and "unacceptable" and would follow up with appropriate responses.

The EC offer came two days before Mr Jacques Delors, European Commission president, is due to hold talks with Mr Clinton in Washington. Tomorrow's meeting offers a chance to reduce EC-US trade tension on steel subsidies, the stalled Gatt Uruguay Round and the procurement dispute as well as to cement a working relationship between the two leaders.

## VW slashes dividend after profits collapse

Continued from Page 1

Schmidt, a hitherto low-profile director formerly in charge of overseas operations and distribution strategy.

Mr Ulrich Seiffert, the research and development chief, lost his place on the parent board but he retains his post as R&D director at the Volkswagen brand subsidiary. His research responsibilities will be taken on by Mr Gunnar Larsson, promoted last month from the group's Audi subsidiary.

Mr Piéch, an Austrian promoted from the leadership of Audi, warned recently that the German car industry faced its worst crisis since 1945. In his first address to the Wolfsburg workforce earlier this month, he said job losses and spending cuts were unavoidable.

After a pre-Christmas surge ahead of an increase in value added tax, German car sales have slumped by more than 25 per cent in the first two months of this year. According to VW esti-

mates, German deliveries will fall 20 per cent this year and overall European sales will be down 10 per cent. Financial markets, closed long before the news was announced, had been braced for the poor results confirmed after an all-day meeting of the supervisory board of the group's parent Volkswagen AG.

The company had already revealed that it suffered losses in the last quarter of 1992 and expected worse in the first three months of this year.

Shares are expected to suffer today because of Mr Lamont's decision to cut the tax levied on dividends, called advance corporation tax, from 25 per cent to 20 per cent in two stages. Because pension funds can reclaim this tax, the effect of the change will be to reduce their income from holding shares. When the change takes effect, the average gross dividend yield of the stock market will fall. On the basis of the new tax rate, the average yield

would have been 3.88 per cent last night, compared with the actual rate of 4.14 per cent.

Barclays and National Westminster, the two biggest banks, said meanwhile they had no plans to increase their purchases of government securities after Mr Lamont said bank and building society purchases of gilt-edged stock would count towards the funding of the deficit.

Additional reporting by Robert Peston and Roland Rudd

## UK deficit soars as tax rises are deferred

Continued from Page 1

venture between British Rail and BAA, the private sector airports operator. The Channel tunnel rail link is to proceed as a joint venture between the public and private sectors by the end of the decade, with St Pancras station being the London terminal.

Mr Lamont also said he expected Britain's current account deficit to rise to £17.5bn in 1993 from £12bn last year.

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Additional reporting by Robert Peston and Roland Rudd

■ Mitterrand seeks G7 meeting

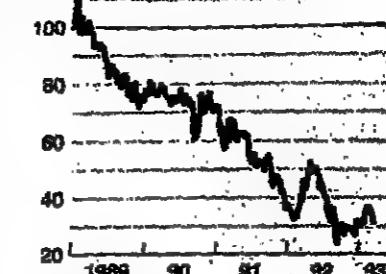
## THE LEX COLUMN

### A tax on the markets

FT-SE Index: 2919.3 (-3.1)

#### Wimpey (G)

Share price relative to the FT-A All-Share Index



Source: FT Graphix

stocks could be hardest hit because their investment returns will fall the most. Fund managers might equally place a higher value on the gross investment income offered by gilts. There is also the thorny question of valuing the pension funds themselves: actuaries valuing equity holdings on the basis of anticipated dividend income may have little option but to break the red ink.

The nagging worry is whether it would then have the courage to act.

Yesterday's effort again betrays the anxieties of a government afraid to court unpopularity while it has a small majority. It will do much for consumer spending. Despite unpopular planned measures such as extending value added tax to domestic fuel and increased national insurance rates, the PSBR trend may force the government into drastic spending cuts in November.

The risk in raising additional revenue in 1993-94 was always that of hitting confidence in the early stages of recovery. But knowing that the pain is simply deferred will do little for consumer spending. Despite unpopular planned measures such as extending value added tax to domestic fuel and increased national insurance rates, the PSBR trend may force the government into drastic spending cuts in November.

Companies which cannot offset ACT against their mainstream corporation tax should be the beneficiaries. BAT Industries, for example, which wrote off £25m surplus ACT last year, will have the option in future of paying its dividend out of a designated stream of overseas earnings. If a surplus arises, ACT can then be recovered from the Revenue. The snag is that such "foreign income dividends" will be paid without a tax credit and are therefore worth 20 per cent less to a pension fund. The company could always increase its dividend by 20 per cent to compensate. But that can hardly be the outcome the chancellor intended.

#### UK equities

The chancellor's proposed reform of the advanced corporation tax system looks like a can of worms for UK equities. By lowering the rate of ACT payable by companies on dividends, Mr Lamont will also reduce the credit recoverable by tax-exempt investment institutions from the Inland Revenue. That will reduce pension funds' income from UK equities by £1bn a year by 1995, when the ACT rate is lowered to 20 per cent.

Since pension funds own a large slice of the UK equity market, lower share prices may result. High yield

stocks from excise duty will make it hard for prices to rise above £60,000 for those houses aimed at first-time buyers. This may not prove too great a problem: last year about two-thirds of new houses were sold below that price. Nevertheless, housebuilders will continue to face margin pressure. Price increases for a range of building materials will squeeze profits. Land prices now seem set to rise faster than house prices — favouring those companies which can boast long land banks.

The chancellor's decision to exempt spirits from excise duty represents a considerable victory for the Scotch whisky lobby. At one level it marks a step towards redressing the discrimination against spirits in the tax regime for alcohol. At another it is a gesture towards harmonisation of UK duties with the much lower rates applying elsewhere in Europe. The more lenient attitude of the British government will certainly give the industry some extra credibility in lobbying against possible duty increases

This announcement appears as a matter of record only.

## Mallinckrodt Medical, Inc.

a subsidiary of the IMCERA GROUP Inc.

has acquired the stock of

## Tracheostomy Products, Inc.

from

## Sorin Biomedical Inc.

Robert Fleming Inc. initiated this transaction and represented Mallinckrodt Medical, Inc.

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Wednesday March 17 1993

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**INSIDE****Digital learns from its mistakes**

Digital Equipment has seen better days. The US group, once second only to IBM in computers, leads in hardly any area of business. The company failed to exploit the industry's two most important developments: the personal computer and the move to "open" or Industry-standard systems. However, Dr Juan Rada, head of strategic alliances for Digital, believes the mistakes leave the company with a clean sheet for the future. Page 20

**UK engineer passes dividend**

Simon Engineering has passed its final dividend after announcing a steep fall in pre-tax profits from £18.3m to £5.3m (£7.62m) in the year to December 31. Page 23

**Airlines anticipate recovery****Lufthansa**

Share price (D-Mark)

Date	Share Price (D-Mark)
Jan 1992	90
June 1992	100
Dec 1993	115

**Creative naming**

Mr Sim Wong Hoo started a company in Singapore called Creative Technology just over 10 years ago. Now his company is a star of the computer scene, not just in Singapore but also in the US. In August Creative was listed on the Nasdaq over-the-counter exchange in the US. Its shares, offered at \$12, shot up to nearly \$40 at one stage and now trade in the upper \$20s, valuing Creative at \$1.2bn. Little wonder that Mr Sim is known as the Bill Gates of Singapore. Page 21

**China welcomes explorations**

Broken Hill Proprietary, the Australian steel and resources plant, is stepping up its involvement in China with new explorations ventures in oil and minerals. China has tended to guard jealously its minerals and oil and gas resources from foreign involvement, but with demands from the leadership for speedier economic development, officials are now beginning to seek assistance abroad. Page 26

**Market Statistics**

	Base	London share service	27/28
Benchmark Govt bonds	34	Life equity options	22
FT-1 Indices	27	London credit options	22
FT-1 world indices	27	Managed index services	23
FT-1 world investment indices	22	Money markets	24
FT/ISMA int'l bond exec	22	New int'l bond issues	22
Financial returns	34	World commodity prices	22
Foreign exchanges	34	World stock mkt indices	22
London recent issues	22	UK dividends announced	23

**Companies in this issue**

	FRANKFURT (DM)	PARIS (FFP)	
Alfa	725 + 10	Immergut	773 + 7
Autowire	320 + 7	Russell-Uclid	625 + 10
GEHE	425 + 15	Pellis	578 - 13
Volkswagen	2905 + 5	Eco	409 - 8
Hochst	1201 - 14	Fox Lyneates	645 - 25
Poche	465 - 12	Schmid	679 - 13
NEW YORK (\$)		TOKYO (Yen)	
Alcoa	294 + 1%	Korean	2850 + 400
Petrie	36 + 2%	Nikkei Electric	308 - 13
Chemical Works	175% - 1%	Ocaya Seimitsu	365 + 45
Merck	184% - 4%	Optic Optical	358 - 19
Pfizer	60% - 1%	Otsuka	519 - 51
Schering-Plough	58% - 1%	Stevens Mining	320 - 25

**Chief price changes yesterday**

	FRANKFURT (DM)	PARIS (FFP)	
Alfa	725 + 10	Immergut	773 + 7
Autowire	320 + 7	Russell-Uclid	625 + 10
GEHE	425 + 15	Pellis	578 - 13
Volkswagen	2905 + 5	Eco	409 - 8
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Schering-Plough	58% - 1%	Stevens Mining	320 - 25

New York prices at 12.30.

	LONDON (Pence)		
Alcoa	725 + 10	Perkins Foods	113 + 7
Autowire	320 + 7	Russell-Uclid	31 + 3
GEHE	425 + 15	Pellis	17 + 4%
Volkswagen	2905 + 5	Sparke	340 + 25
Hochst	1201 - 14	Transfer Tech	559 + 33
Poche	465 - 12	Whitgates Ltd	27 + 5
NEW YORK (\$)			
Alcoa	294 + 1%	Pellis	54 - 6
Petrie	36 + 2%	SM Group	54 - 6
Chemical Works	175% - 1%	Cerberus	118 - 9
Merck	184% - 4%	Optic Optical	358 - 19
Pfizer	60% - 1%	Otsuka	519 - 51
Schering-Plough	58% - 1%	Stevens Mining	320 - 25

**Cash injection takes investment by US company to more than \$500m GE recapitalises Hungarian lighting group**

By Nicholas Denton in Budapest

GENERAL ELECTRIC of the US yesterday moved to inject \$175m (£195m) of fresh capital into Tungsram, its troubled Hungarian lighting joint venture, in the wake of losses which wiped out the company's equity.

The infusion will take GE's investment in Hungary over \$500m – far more than the US company envisaged when in 1990 it paid \$150m for an initial 50 per cent stake in Tungsram.

The decision on recapitalisation was taken at an extraordinary general meeting of the company yesterday.

GE, which owns 75 per cent of the group, forced through the recapitalisation against the objections of Hungarian Credit Bank, a state-owned bank, which controls 24.4 per cent of Tungsram's capital.

The infusion will take GE's investment in Hungary over \$500m – far more than the US company envisaged when in 1990 it paid \$150m for an initial 50 per cent stake in Tungsram.

Mr Charles Pieper, chief executive of GE Lighting Europe and Tungsram itself, blamed cost inflation, the strength of the Hungarian currency and restructuring charges.

But Hungarian Credit Bank said yesterday that it could not understand the extent of the losses. The bank has hired Coopers & Lybrand, the international accountants, to conduct an independent audit of Tungsram's results. The bank said that it had voted against the GE proposals

because it was "absolutely unhappy" with the value given to its shares in Tungsram. An executive said that the interests of minority shareholders had been neglected.

GE for its part described the restatement of Tungsram's capital as "realistic". A GE spokesperson said: "We have lost the value equity of the company."

But both sides agreed that some kind of recapitalisation was essential. GE said that it was necessary to pay down external

debts of \$200m and make new investments.

Hungarian Credit Bank retains the option of maintaining its shareholding by taking up part of the capital increase. GE said it hoped that the minority shareholders would participate.

But Hungarian Credit Bank, which has been hit by large bad loans and is in the process of being privatised, is unlikely to commit further funds to Tungsram, a government official said. Background, Page 18

**Owners Abroad fights off hostile bid**

By Richard Gourlay and Michael Skapinker in London

OWNERS Abroad, the UK's second largest holiday tour operator, yesterday narrowly fought off the hostile £290m (£411.8m) bid from rival Airtours after one of the closest takeover battles London has seen in recent years.

The outcome was only decided yesterday after Gartmore, a 7.6 per cent shareholder in Owners Abroad and a strong early supporter of the Airtours bid, switched its allegiance to the defender at the last moment.

Thomas Cook, the German-controlled travel agency which will now forge a commercial tie-up with Owners Abroad, also proved decisive. Yesterday, Thomas Cook increased its stake to 8.37 per cent.

At 1pm when the offer closed, Airtours had received acceptances from shareholders representing 35.18 per cent of Owners' shares. Airtours continued to buy shares yesterday morning, taking its stake in Owners Abroad to 8.2 per cent. Thomas Cook is expected to end up with a 17.8 per cent stake in Owners Abroad. Last week Thomas Cook said it would tender for up to 12.5 per cent of Owners' shares at 150p.

Owners' shares fell yesterday from 138p to 128p. Owners Abroad's share register will also include Mercury Asset Management, the 15 per cent shareholder that supported Airtours' bid.

Owners' defiance of its independence was welcomed by many in the holiday industry who were angry when the Secretary of State for Industry did not refer the bid to the UK Monopolies and Mergers Commission.

"The market has done the job that the Secretary of State failed to do," said Mr Noel Josephines, chairman of the Association of Independent Tour Operators.

The small operators had warned they could be forced out of business by a price war that they anticipated Thomson, the market leader in the UK, would launch had Airtours won.

Mr David Crossland, Airtours chairman, said he was disappointed Thomas Cook's "spoiling action" had carried the day.

"As the largest independent customer of Air 2000 [Owners' charter airline] and now one of the largest shareholders in Owners Abroad, we shall be watching developments at the company closely," Mr Crossland said.

Lex, Page 16

**Robert Peston reports on the aftermath of a disagreement at Baring Securities Split over strategy for merchant bank**

Christopher Heath: resigned Baring Securities chair



Andrew Tuckey: Baring's deputy chairman



Miles Rivett-Carnac: takes over from Heath

Baring's pre-tax profit (£'000s)

	1992	1993
UK	2,016	32,125
Other Europe	3,598	1,044
North America	5,123	(3,015)
Asia/Pacific	25,684	21,286
Rest of world	(608)	(66)
Interest and exceptional costs	(15,549)	(8,873)
Total	£1,254	£2,451

The culmination of his expansionist strategy came at the end of 1991 when Baring bought a 40 per cent stake in one of Wall Street's investment banks, Dillon Read. In the table, the return to profit of Baring's US business is predominantly attributable to Dillon Read.

But last year Mr Heath's magic goose stopped laying golden eggs.

As Japanese share prices have fallen dramatically over the past three years, foreign investors' interest in Japan has waned.

Almost 40 per cent of Baring Securities' revenues are still linked to Japanese securities trading, even though it has over the past five years built up profitable businesses in other Asian and South American markets.

## INTERNATIONAL COMPANIES AND FINANCE

## IRI plans more share deals to cut huge debts

By Haig Simonian in Milan

SENIOR executives at IRI, Italy's biggest state holding company, facing consolidated debts of over L10,000bn (\$43.61bn), are determined to push through further complex share swaps among subsidiaries, despite severe criticism from the stock market and investors.

The attacks follow weekend leaks that IRI plans to cede to its Stet telecommunications arm for three years the dividend on its 57 per cent stake in the ordinary shares of Banca Commerciale Italiana, the big bank which is a future privatisation candidate.

The transaction will allow Stet, which is highly profitable, to offset tax credits on the dividends against its tax bill and provide a net return of 23 per cent. Meanwhile, IRI, which is facing crippling losses following difficulties at many of its industrial operations, will receive a L340bn payment in return.

Although shifting tax credits within a group to lower its overall tax burden is commonplace in Italy, IRI's plan has produced a barrage of criticism. The attacks on the deal

range from claims that it will block BCI's privatisation to suggestions that corporate tax avoidance is immoral.

"I don't know what they're complaining about," said one banker closely associated with the transaction. "Half of corporate Italy does this; it's the 22nd deal of the kind I've done."

Financial engineering of dividend payments also reflects the six-year period Italian companies have to wait before they receive tax credits from the government. When eventually paid, the money attracts interest at far below market rates.

IRI has about L3,700bn in tax credits outstanding, implying that it could undertake a large number of similar transactions. However, bankers point out that not all the credits are suitable, and the overall amount that could be in the short term is about L1,000bn, of which L340bn will come from the Stet deal.

IRI has a number of cash-rich subsidiaries which could be used for similar exercises. One obvious candidate is Sirti, the network engineering arm of Stet, which has a cash pool of about L1,000bn.

## Ambroveneto raises profits 31% to L171bn

By Haig Simonian

BANCO AMBROSIANO Veneto (Ambroveneto), Italy's biggest private sector bank, raised parent bank net profits by 31 per cent to L171.6bn (\$10.6m) last year, in spite of the recession and the need for write-downs on securities holdings.

The improvement restores the upward trend in earnings which had been upset by the need for substantial write-downs on the book value of two subsidiaries in 1981. However, the dividend remains unchanged at L150 for ordinary shares and L170 for savings shares.

Gross operating income, net of interest on overdue accounts, rose 17.4 per cent to L171.6bn due to an improved interest margin and a "significant" contribution from fee income.

Ambroveneto set aside L250bn for loan loss provisions last year, compared with L180bn in 1981. Write-downs on securities and investments amounted to L71bn, against L207bn the previous year, when L70bn was set aside for the newly-acquired Citibank operation.

Deposits rose by 21 per cent to L21,367bn and lending by 21 per cent to L18,836bn.

## MoDo stops payout after tumbling into loss of SKr1.7bn

By Christopher Brown-Humes in Stockholm

MOODO, the Swedish forestry group, has cancelled its dividend after swinging to a SKr1.7bn (\$218m) loss in 1992 from a SKr221m profit a year earlier.

The result, which was worse than expected, was hit by SKr700m in foreign exchange losses and start-up costs for a new French mill, but highly competitive market conditions were the main reason for the decline.

Excess of supply for most forest industry products continued during 1992, squeezing prices and capacity utilisation, despite higher demand, said Mr Bernt Lof, the group chief executive.

Losses doubled in the final four months of the year from SKr811m at the eight-month stage, with the weakening of the krona from November coming too late to benefit the group. In 1991, the group paid a SKr7 dividend, which was down from SKr13 in 1990.

Sales fell to SKr15.7bn from SKr17.4bn, and the group saw an operating loss of SKr135m after a SKr1.05bn profit in 1991. This was aggravated by higher financial costs of SKr1.3bn, against SKr41m.

The main lossmaker was MoDo Paper, where operating losses deepened to SKr66m from SKr194m, but profits sank sharply at Holmen Paper to SKr45m from SKr49m.

Mr Lof said the group's rationalisation programme, which resulted in 950 job losses, had saved the company more than SKr500m during the year, and he predicted a further benefit this year.

The group said it expected its capacity utilisation, which fell to 85 per cent in 1992, to rise in 1993, helped by a better supply and demand balance and a successive rise in prices. It also said it would benefit from lower wood prices, a reduced energy tax, and the devaluation of the krona.

## Olivetti shares slide as trading starts again

By Haig Simonian in Milan

SHARES in Olivetti, the Italian computers group, dropped by 17.1 per cent yesterday in response to Monday's announcement of a L900m capital increase and losses of about L650m (\$404m).

Olivetti's ordinary stock slid to L1,825 after the suspension in trading, imposed on Monday morning, was lifted, against L2,202 at Friday's close. The sharp fall reflected brokers' reaction to the highly dilutive rights issue and the poor outlook for the company in the short term.

Mr Corrado Passera, joint

managing director, described the fall as "an automatic event" in the case of a deeply-discounted rights issue. He said the true measure of the transaction's success would be the price at which the shares eventually settle.

Shareholders will be offered six new ordinary shares, priced at a nominal L1,000 each, for every four shares, of whatever category, currently held. Alternatively, they may subscribe to at least half their rights in the form of new shares and the remainder in new six-year convertible bonds, which will be interchangeable with the new shares and pay interest of

between 6 per cent and 8 per cent.

The deal received a hostile reaction from most brokers, who criticised the deep discount and dilution. "It's not often you get a rights issue where shareholders are offered more shares than they already have," said one.

The transaction has been accompanied by preliminary results from CIR, the listed holding company controlled by Mr Carlo De Benedetti, which in turn controls Olivetti, and by Mr De Benedetti's Confindustria.

CIR made a preliminary loss of L540m in 1992, against a net

profit of L48bn the previous year. Around L450bn of the loss stems from extraordinary factors linked to the difficulties at Olivetti and the need for one-off provisions at Cerus, the French holding company controlled by CIR.

The special provisions have been chiefly triggered by credit problems at Sanque Duménil Leblé in France, particularly as regards lending to the depressed property sector. At parent company level, CIR's loss rose to L680m from L460m in 1991.

CIR's net debt surged to about L440bn from L41bn due to the effects of its losses, the

increased lira value of foreign currency borrowing, and changes in the items consolidated in the group's accounts.

The group said almost all its subsidiaries, which include Valeo, the French car components concern, the Italian Sasib engineering group and the Espresso/Repubblica publisher, were expected to report improved results for 1992.

Separately, Confindustria said it expected to make a net loss of about L290bn in 1992, against net earnings of L14bn the previous year. The company is to make a L112.7bn rights issue of new ordinary shares, priced at L1,000 each.

## Rautaruukki kept in red by currency losses

By Christopher Brown-Humes

RAUTARUUKKI, the Finnish steel group, cut pre-tax losses to FM524m (\$86.46m) in 1992 from FM1926m a year earlier, but for the second year running it will pay no dividend.

The group said a FM538m foreign exchange loss, following the markka devaluation, was the main reason it stayed in the red, but it also blamed higher interest payments and difficulties at its Transsteel rolling stock subsidiary.

Operating profit before depreciation nearly doubled to FM1.06bn from FM541m, amounting to 16 per cent of turnover which eased to FM6.51bn from FM6.85bn.

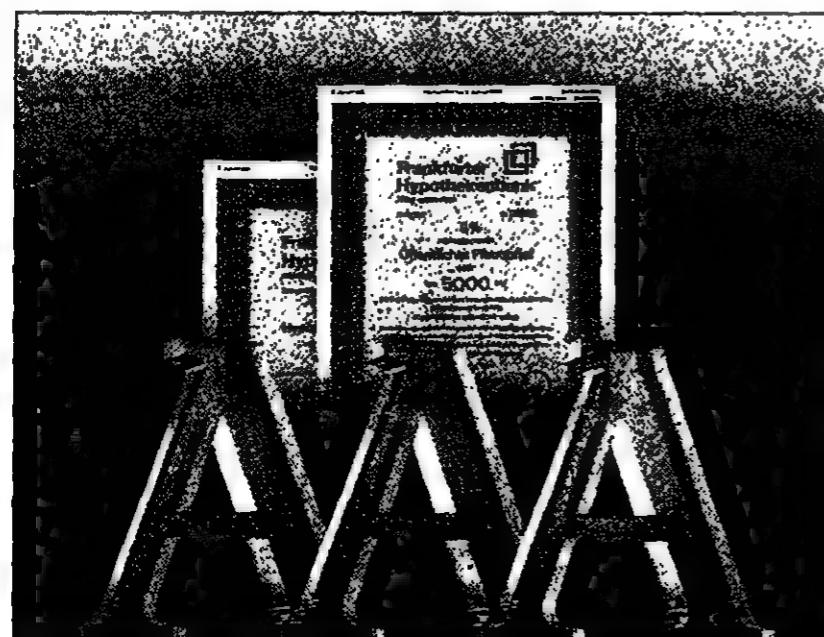
## SKF to improve delivery times

SKF, the world's leading roller bearing manufacturer, is restructuring its European distribution network to increase stock-handling efficiency and improve delivery times, writes Christopher Brown-Humes.

Under a three-year programme, it will cut the number of its European inventory points from 24 to five and build a new central distribution centre for the whole of Europe at Tongeren, in Belgium.

The company says the move will save at least SKr260m (\$31.85m) a year.

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maturities and give yields which are generally higher than those on German Treasury bonds - all of which goes to make them a very attractive investment. Pfandbriefe of the Frankfurter already in circulation - worth more than 25 billion Deutschmarks - have become a permanent asset in many selected international investors' portfolios.

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Notice to the Warrantholders of

**KEIO****Keio Teito Electric Railway Co., Ltd.**

Warrants to subscribe for shares of common stock of Keio Teito Electric Railway Co., Ltd. issued with

**U.S.\$300,000,000****3% Bonds 1993**

Pursuant to Clause 4 (A) of the Instrument dated 16th November 1989 (the "Instrument") and in accordance with Conditions 7 and 11 of the Terms and Conditions of the Warrants, notice is hereby given that:-  
On 25th February, 1993, the Board of Directors of Keio Teito Electric Railway Co., Ltd. (the "Company") resolved to make a stock split by subdividing each one share of common stock of the Company held by the shareholders on record as of 31st March, 1993 to 1.05 shares. As a result, the Subscription Price of the Warrants was adjusted from Y1,631.80 to Y1,554.10 pursuant to Clause 3 (i) of the Instrument and Condition 7 of the Terms and Conditions of the Warrants, effective as from 1st April, 1993 (Japan time).

Keio Teito Electric Railway Co., Ltd.  
By: The Sumitomo Trust and Banking Company, Limited  
as Principal Paying Agent

Dated: 17th March, 1993

THE EMERGING MARKETS STRATEGIC FUND

Société d'Investissement à Capital Variable

Registered office: 2, boulevard Royal

L-2953 LUXEMBOURG

R.C. Luxembourg : B-2252

Notice is hereby given to the shareholders, that the

ANNUAL GENERAL MEETING

of shareholders of THE EMERGING MARKETS STRATEGIC FUND will be held at the head office of Banque Internationale à Luxembourg, Société Anonyme, 2, boulevard Royal, Luxembourg, on April 1, 1993 at 11.00 a.m. with the following agenda:

1. Submission of the Reports of the Board of Directors and of the Auditors;
2. Approval of the Statement of Assets and Liabilities and of the Statement of Operations for the year ended as at December 31, 1992; Appropriation of the results;
3. Discharge to the Directors;
4. Receipt of and action on appointment of the Directors and of the Auditor;
5. Miscellaneous.

The shareholders are advised that no quorum is required for the items on the agenda of the Annual General Meeting and that decisions will be taken on simple majority of the shares present or represented at the Meeting.

In order to attend the meeting the owners of bearer shares will have to deposit their shares five clear days before the meeting with Banque Internationale à Luxembourg, 2, boulevard Royal, Luxembourg.

THE BOARD OF DIRECTORS

Mortgage Securities

(No.2) PLC

\$250,000,000

Mortgage backed floating

rate notes due 2028

For the interest period  
15 March 1993 to 15 June 1993  
the notes will bear interest at  
6.18% per annum. Interest

payable on 15 June 1993 will

amount to \$1,557.70 per

\$1,000,000 note.

Agent: Morgan Guaranty

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JP Morgan

MONEY MANAGEMENT

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term borrowings, and  
the terms offered  
by the group's economic  
partner had almost all in-  
creased. The Italian  
automobile group had  
been expected to report  
losses for 1992.  
Confidence had  
been made at a net loss  
of £1.1m in 1992, up 10  
per cent. The company is  
now rights issue, princi-

taruukki  
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ARUUKKI, the Finland  
firm, cut pre-tax loss  
from \$55.6m in the  
second year to \$35.6m.  
It will pay no dividend.  
The group sold a Pesa  
exchange loss, follow-  
ing markka devaluation,  
as main reason it still  
had, but it also blamed  
interest payments on  
loans at its Transas  
stock subsidiary.

Netting profit before  
tax nearly doubled  
from \$1.9m in 1991  
to \$3.6m, up 16 per cent.  
This was from \$16.8m in  
1991, which was down 4

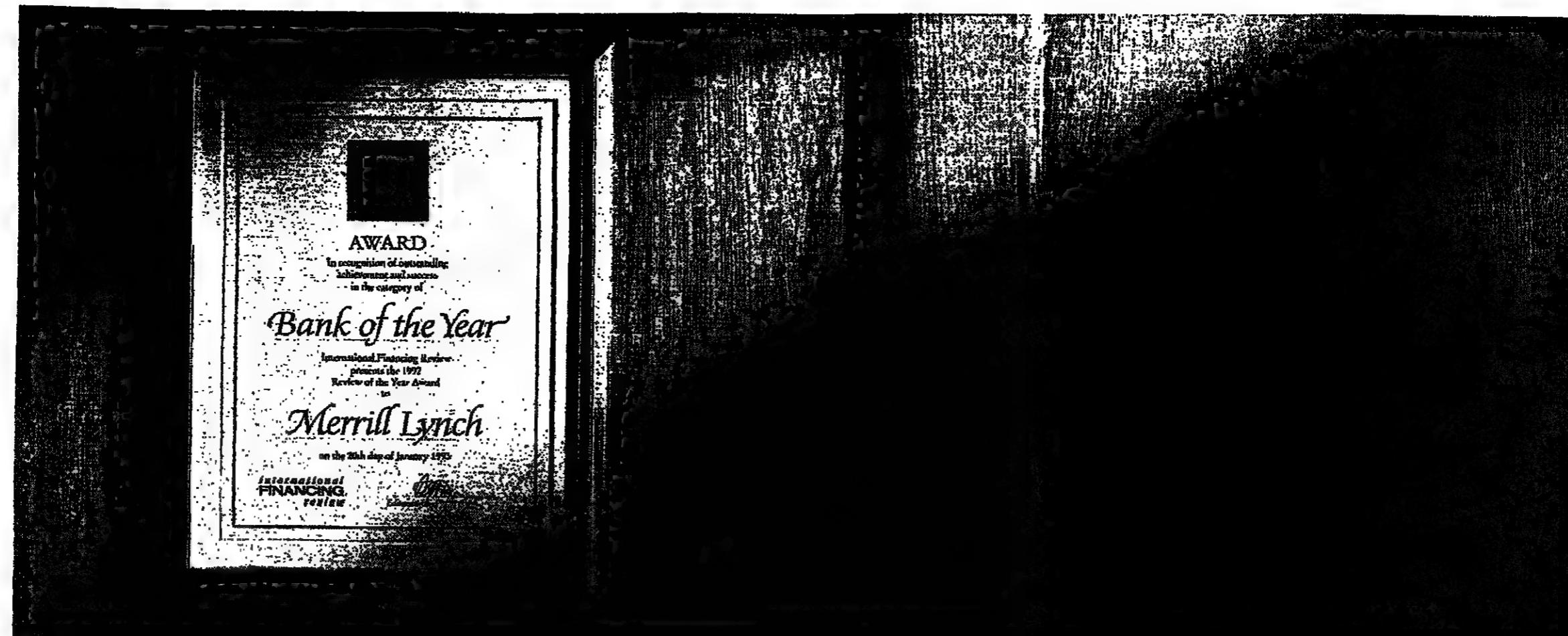
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network to increase  
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and costs three times  
over three years.  
It will cut the num-  
ber of European managers  
from 21 to five as  
a result, centralising  
itself, for the whole of  
Europe, in London, in 1993.

Meeting

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Meeting



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\*Source: Securities Data Corp.

## INTERNATIONAL COMPANIES AND FINANCE

# Digital looks to PCs to rekindle the flame

US group aims to be one of the top five global suppliers by 1995, writes Alan Cane

**D**IGITAL Equipment has seen better days. Apart from superfast microprocessors, the US group, once second only to International Business Machines, leads in hardly any area of the computing business.

Dr Juan Rada, economist, academic and, since May 1992, Digital's head of strategic alliances, explains his company's dilemma: "Digital has succeeded as a company when it has invented the future. Its people are not good followers; it is difficult to get them enthused when they are not leading."

The company failed to exploit the industry's two most important developments: the personal computer (PC) and the move to "open" or industry-standard systems.

In 1992, it lost money for the successive second year, \$2.8bn, or 20 per cent of revenues, proportionally far worse than International Business Machines, whose \$4.9bn loss, an industry record, amounted to only 8 per cent of sales.

Can Digital rekindle the spark that took it to number two among the world's information technology suppliers? Dr Rada believes that Digital's mistakes have presented it with a clean sheet in three important areas: management, organisation and technology.

Management: Mr Robert Palmer took over as chairman



Enrico Pescatori: former Zenith chief now heads Digital's PC unit

from Digital's founder, Mr Kenneth Olson, last year. He has since named a new senior management team, appointing several top managers from outside the company.

• Organisation: the company has been restructured into nine business units, each responsible for its financial performance.

• Technology: Digital is pinning its hopes on its Alpha microprocessor chip, the first to process information 64 bits at a time.

Much will depend on whether Digital can catch industry leaders, such as IBM and Compaq in personal computers. Customers spend more on PCs than on any other com-

Olivetti, Europe's largest PC manufacturer, before two years as chief executive of Zenith Data Systems, the PC arm of Groupe Bull of France.

Digital's PC strategy is a ragbag of solutions. PCs for Europe are made by Olivetti; Intel builds machines for the US. Notebook PCs and some workstations are supplied by other manufacturers. In addition, Digital designs and manufactures its own PCs.

In spite of this haphazard approach, according to Mr Pescatori, Digital has moved from 22nd to ninth among global PC suppliers in the past 12 months. "Without a real strategy, but with some sound products, Digital has been able to achieve impressive results," he says.

His first job is to create a coherent PC strategy. "My goal is to have taken all the strategic decisions before the beginning of our fiscal year, in July. Implementing the strategy will take a further year."

That will involve the creation of a single product family, which will mean changes in the arrangements with Olivetti and with Intel. Mr Pescatori insists the relationships will be improved rather than severed: "We have to move to another level of co-operation to meet what is required today," he says. He also intends to appoint professional PC managers to oversee the all-import-

tant distribution strategy. It could be argued that Digital has left it too late in PCs, but Mr Pescatori argues that the company's legacy gives it significant advantages.

First, there are its existing customers, which include most of the world's blue-chip companies. Less than 5 per cent use Digital PCs; by comparison, 48 per cent of IBM customers have at least one IBM PC. If Digital's penetration rate were raised to only 20 per cent, it would make a considerable difference.

That large customer base also makes the company attractive to dealers who would see a sales agreement with Digital as a passport to lucrative new business.

Second, the Digital brand name. Mr Pescatori accepts that names like IBM and Compaq can no longer command a premium, but notes that if products are priced sensibly there is advantage in owning a brand synonymous with quality.

Third, the company is an acknowledged technology leader; its Alpha chip will eventually be used in its PCs, giving customers a choice of 64-bit or 32-bit technology.

Digital faces an uphill battle, but Dr Rada believes the industry's turbulent state will be an advantage. He quotes a Spanish proverb: "When the river is turbulent, the fishermen are the winners."

Industry sources say Mr Murdoch visited Mexico City a few months ago to examine the possibility of becoming involved in the planned privatisation of two state-owned Mexican networks.

Although Fox declined to comment yesterday, company executives are believed to have held preliminary talks with private-sector Mexican media companies, including a consortium led by Multivision, a Mexican cable television company.

However, a decision by Fox is not imminent, according to executives familiar with the industry. It filed for bankruptcy protection last August.

"We have truly invented a new Wang," said Mr Joseph Tucci Wang, president and chief executive.

Wang would emerge from Chapter 11 free of a substantial portion of the structural burden and debt that had impeded the company's efforts to reconstruct and regain profit-

## Fox, ABC consider Mexican TV stakes

By Alan Friedman  
in New York

THE FOX television broadcasting subsidiary of Mr Rupert Murdoch's News Corporation is one of two US media groups that have held exploratory talks about participating in the privatisation of Mexican state television.

Capital Cities/ABC, the media group that owns ABC Television, is the other US company understood to be interested in taking an equity stake in a privatised Mexican television network.

Industry sources say Mr Murdoch visited Mexico City a few months ago to examine the possibility of becoming involved in the planned privatisation of two state-owned Mexican networks.

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## Wang creditors back plan for reorganisation

By Louise Kehoe  
in San Francisco

WANG Laboratories, the US office computer systems company, yesterday filed a wide-ranging reorganisation plan aimed at enabling the company to emerge from Chapter 11 bankruptcy protection.

The plan, jointly sponsored by a committee representing unsecured creditors, would transfer ownership of the company to creditors through an issue of new stock. It also calls for substantial reductions in operations, with the loss of 3,300 jobs.

Secured and priority creditors would be paid in full, or as agreed by the parties. Unsecured creditors would be issued shares in the reorganised company and warrants would be issued to current shareholders. The plan had been endorsed by representatives of equity holders, Wang said.

Wang, an early leader in office computer systems, failed to keep pace with changes in the industry. It filed for bankruptcy protection last August.

"We have truly invented a new Wang," said Mr Joseph Tucci Wang, president and chief executive.

Wang officials said the company expected to return to profitability in fiscal year 1994. For the current fiscal year, it anticipated revenues of around \$1.25bn to \$1.3bn, declining to about \$1bn in 1994.

The job losses involved are higher than expected, however. Wang had more than 13,000 employees before it filed for protection, at which time it said it hoped to preserve 8,000 jobs. Yesterday, however, it announced it would reduce its workforce from 9,300 to 6,000.

ability, the company said.

Wang plans to close its manufacturing operations and focus on software and services. Corporate operations would be streamlined and the company would "dramatically reduce its infrastructure," Wang said.

"This plan allows Wang to capitalise upon its leadership in integrated imaging and office software and network integration and support services," said Mr C. Hall Swain, counsel to the creditor's committee.

The "new Wang" does not intend to develop or manufacture open systems computers. Instead, it would resell computers manufactured by other companies — including International Business Machines, which formed an alliance with Wang two years ago, and Hewlett-Packard, which reached a joint marketing and development agreement with Wang two weeks ago.

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## CS Holding confirms Volksbank takeover

By Ian Rodger in Zurich

CS HOLDING, parent company of the financial group built around Credit Suisse, has confirmed it will go ahead with its \$1.05bn (\$1.05bn) agreed takeover of Swiss Volksbank.

CS said that by the time of the expiry of its offer yesterday, 98 per cent of Volksbank shares had been tendered.

The takeover will enable CS to surpass Union Bank of Switzerland's largest financial group in terms of assets.

The all-share offer, announced on January 6, has advanced smoothly. Volks-

bank, which tumbled into a SF1.65m loss last year, had first to win shareholders' approval to convert itself from a co-operative into a joint stock company. In the event, the enabling resolution was passed without a murmur of dissent at an extraordinary general meeting last week.

Under Swiss law, the offer, on the basis of three new CS registered shares for every 10 Volksbank registered shares, must be extended for 10 banking days in order to enable the remaining Volksbank shareholders to take advantage of it.

CS said the new shares would be issued in mid-April.

## Dow warns on first-quarter earnings

DOW Chemical said yesterday its first-quarter earnings would be lower than expected due to reduced earnings at Marion Merrell Dow, its prescription drugs subsidiary, agencies report. Dow has a 71 per cent stake in Marion Merrell.

The US chemical company said its first-quarter net income could be about 25 cents below the 62 cents of a year ago. That figure was reached before one-time retiree healthcare charges. Including the charges, Dow lost \$2.17 a share in the period.

Marion Merrell said its first-quarter earnings could be as much as 60 to 70 per cent below average analysts' expectations of 62 cents a share. For

the first quarter ended March 31 1992, Marion Merrell reported net income of 60 cents a share.

Marion Merrell said the expected first-quarter decline was mainly due to sharply lower US sales of its major prescription products, compared with the same period in the previous year.

## Wolters Kluwer lifts dividend by 14%

By Ronald van de Krot  
in Amsterdam

WOLTERS Kluwer, the Dutch legal, tax and education publisher, yesterday reported a 21 per cent increase in 1992 net profit and announced a 14 per cent rise in its annual dividend.

Net profit rose to Fl 256m

(\$113m) from Fl 214m the year before, in spite of a slight decline in turnover to Fl 2.36bn from Fl 2.38bn.

Operating profit was up nearly 12 per cent at Fl 404m. Wolters Kluwer, which attributed the gain to its low sensitivity to the business cycle and the geographic spread of its activities in the US and

Europe, said it planned to raise its dividend to Fl 1.32 from Fl 1.16 in 1991.

However, the company also made unspecified provisions in its 1992 accounts for additional restructuring in the Netherlands and the UK.

For 1993, Wolters Kluwer is forecasting further rises in sales and profits.

These securities have not been registered under the Securities Act of 1933 and, to the extent in bearer form, are subject to U.S. tax requirements. Subject to certain exceptions, the securities may not be offered, sold or delivered in the United States or to U.S. persons. This announcement is neither a matter of record.

February 1993

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Dresdner Bank Group

Nomura International

Standard Chartered Capital Markets Limited

Banco Santander de Negocios

BHF BANK

Credit Suisse First Boston Limited

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Salomon Brothers International

Limited

Chemical Investment Bank Limited

NatWest Markets

NatWest Securities Limited

NM Rothschild & Sons Limited

Smith New Court Securities Limited

Societe Generale

NWAA

NatWest Markets

## Improved sales, production push Santos to record

By Kevin Brown in Sydney

**SANTOS**, the Australian energy group, announced a 40 per cent increase in net profit to a record A\$163m (US\$154m) for the year to the end of December, up turnover up 5 per cent to A\$650m.

However, the group said this figure was reduced to A\$113m after abnormal losses of A\$60m, mainly reflecting a A\$27.5m write-down in the carrying value of US oil and gas reserves and a A\$23m unrealised foreign exchange loss caused by the depreciation of the Australian dollar against the US dollar.

In the previous year, Santos recorded a net loss of A\$11m year after abnormal losses of A\$23m, including a A\$16.5m write-down against unsuccessful exploration in permit areas in the Timor Sea, between Australia and Indonesia.

The group increased the final dividend by 1 cent a share to 11 cents, fully-franked, making a total of 21 cents, compared with 19 cents in the previous year. Santos shares closed 13 cents higher at A\$3.32 on the Australian Stock Exchange.

Santos attributed the profit improvement to higher production and sales, lower financing costs caused by falling interest rates, higher depreciation charges following increased production, and an increase in the value of oil and gas stocks.

The group said its net operating cash flow had risen 41 per cent to A\$408m, which would enable it "to continue to capitalise on strategic opportunities which emerge in the Australian and international oil and gas markets".

In recent months, Santos has announced acquisitions totaling over A\$338m, including a 19.9 per cent stake in Sasago Holdings and the purchase of the upstream oil and gas interests of Australian Gas Light.

Santos said it intended to acquire further shares in Sasago, with the "ultimate objective" of obtaining control, subject to a court challenge by the Trade Practices Commission, the competition regulator.

The group said it expected production to increase by 8.1 per cent to a record 36.7m barrels of oil equivalent in the current year, aided by the AGL purchase and development in the Cooper/Eromanga Basin in South Australia.

"Overall, Santos' total oil production from all regions in 1993 is forecast to be 10.7m barrels," the group said.

## Sumitomo plans to apply to set up securities arm

**SUMITOMO** Trust & Banking, the leading Japanese trust bank, plans to apply to set up a subsidiary to deal in securities in the year starting on April 1. Reuter reports from Tokyo.

The bank said the subsidiary would be capitalised at about Y1.0bn (US\$4m) and have some 30 staff.

Financial reforms allowing banks and brokerages to enter each other's business through subsidiaries take effect in April.

But Japan's big commercial banks are unlikely to apply in 1993-94, banking analysts say.

initially include stockbroking, Two Japanese long-term credit banks - the Industrial Bank of Japan and Long-Term Credit Bank of Japan - have already announced that they would apply to the ministry of finance to set up securities subsidiaries soon after the reforms took effect.

The Norinchukin Bank, the central body for agricultural financial institutions, has also said it is considering such a subsidiary.

But Japan's big commercial banks are unlikely to apply in 1993-94, banking analysts say.

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## PUTNAM HIGH INCOME GNMA FUND S.A.

SICAV  
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### Dividend Notice

At the Annual General Meeting held on March 10th, 1993, the shareholders decided the payment of a dividend of US\$ 0.36 per share, payable on or after March 25th, 1993 to shareholders on record on March 10th, 1993 against surrender of coupon N° 16. The shares will be quoted ex-dividend as from March 10th, 1993.

By order of the Board of Directors

## Hurricane claims cost GIO at least \$15bn

By Kevin Brown

**GIO** Australia, the privatised Australian insurance group, yesterday blamed disappointing investment returns, hurricane claims and rationalisation costs for a disappointing net profit of A\$43m (US\$38.7m) for the six months to December.

GIO, which was floated by the New South Wales state government in July, said it made an operating profit of A\$73m on turnover of A\$890m. The group declared an initial interim dividend of 7 cents, fully-franked.

The group gave no comparative figures for last year's first half, when it was in government ownership. It reported a net profit of 12 months to June, up 23 per cent on the previous year.

Mr Bill Jocelyn, managing director, said losses from Hurricane Andrew, which hit Florida last year, were estimated at between A\$15bn and A\$18bn, compared with an earlier estimate of US\$8bn.

The result includes a loss of A\$7m caused by hurricane-related claims against SIO, the Victorian state insurance office, which was acquired by GIO last year. GIO had the full cost of integrating SIO during the half was A\$10.5m.

Jennings, the Australian homebuilder, said its bankers would convert A\$27m of bank debt into equity, on top of the A\$63m converted into a 38 per cent equity stake last August. Reuter reports from Melbourne.

Jennings, 48 per cent owned by Fletcher Challenge, the New Zealand forestry and energy group, said the bankers would apply to the ministry of finance to set up securities subsidiaries soon after the reforms took effect.

The company earlier reported attributable losses of A\$23.05m for the six months to December 31, compared with losses of A\$27.9m a year earlier. Net operating profits totalled A\$161,000, down from A\$3.75m. The company again paid no dividend.

But Japan's big commercial banks are unlikely to apply in 1993-94, banking analysts say.

The securities businesses that a bank's subsidiaries will be allowed to engage in do not

## Mr Sim blasts his way into the US market

Kieran Cooke charts the eventual success of a man whose dream machine was a flop

**T**HEY call him the Bill Gates of Singapore. Mr Sim Wong Hoo started a company called Creative Technology just over 10 years ago. Computer skills, bright ideas and a lot of persistence have made Creative one of the stars of the computer scene, not just in Singapore but also in the world.

In August, Creative was listed on the Nasdaq over-the-counter exchange in the US. While not in the same league as Mr Gates's Microsoft, Mr Sim's company has taken one segment of the computer market by storm.

Creative's shares, offered at US\$12, shot up to nearly \$40 at one stage and now trade in the upper \$20s range - valuing Creative at \$1.2bn. In the second half of 1992, Creative reported net income of \$32.6m on revenues of \$128.7m - up from \$9.1m and \$33.3m respectively in the corresponding period in 1991.

Creative's main product is Sound Blaster, a hardware-software package which enables computers to play music, mimic a wide range of sounds, and synthesise the human voice. First marketed in the US in late 1988, nearly 3m Sound Blasters have now been sold.

Creative is run from the seventh floor of an industrial estate block in Singapore. A local workforce of 500 puts together more than 500 pieces of computer equipment each month.

Mr Sim, at 37, is a local hero. Singapore is well-known for its technicians and its managers, but entrepreneurs like Mr Sim

are thin on the ground in what is a tightly-regulated and controlled business environment.

"There were times when no one wanted to know us. Getting venture capital was impossible," he says. All that has changed. A Singapore state company has a 6.5 per cent share in Creative. Mr Sim and two friends who founded the company control 70 per cent.

Mr Sim studied electronics but has no formal computer training. After military service in Singapore, he worked as an assistant electronics engineer for local oil company and found he enjoyed computer programming and design work.

"By the early 1980s I'd decided to set up my own business. I knew I was good at creating things but didn't really have any focus. I was also very shy, and business did not appeal to me."

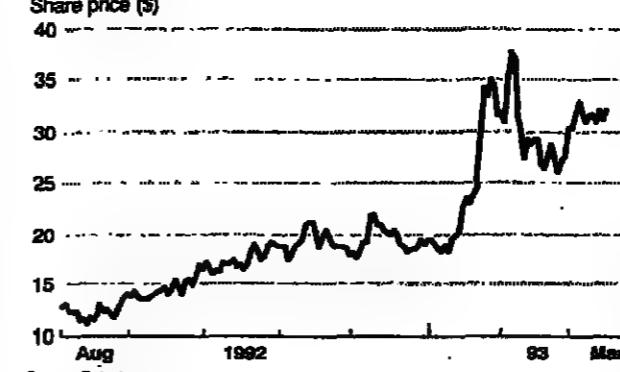
A n early foray into computer teaching turned sour when a partner ran off with the money. In 1981, Creative Technology was founded, mainly to carry out various software contracts in Singapore.

"We put an ad in a local newspaper 'We are very hungry - so call us.' Our initial capital was only \$810,000 (US\$66,000)." Design work continued. By 1984, Creative had gathered enough expertise to design what was Singapore's first home-grown computer. Mr Sim insists he did not clone products.

"We wanted to make an original. Ours was the first computer which was able to 'talk'

### Creative Technology

Share price (\$)



Source: Datamonitor

We started selling computer sound boards - music for the masses. Creative had no money for marketing.

The same thing happened to what Mr Sim calls the "dream machine" - another computer launched in 1986 which had both Chinese and English voices, plus graphics and a sound board.

"We thought the dream machine would sell hot cakes. It didn't. It was ahead of its time. It had so many features that it took two hours just to do the sales pitch. People would ask us, 'why does your computer talk?' or 'why does it have Chinese?' China might have been interested but then it had no money to buy such products. Locally we had very little support. So we had to start again."

Mr Sim and his colleagues made some radical decisions. "We threw away the voice and languages. Music is universal.

boards per month from Singapore.

Creative has several rivals, some of which, according to Mr Sim, have cloned Creative's products. Similar operations have started in Singapore. But Creative says it now has 60 per cent of a market which is growing by more than 30 per cent per year.

Creative has introduced other products, some of which it is trying to persuade PC manufacturers to incorporate into their machines, rather than selling them as accessories.

Creative has moved into multi-media computers, which combine pictures, text and high-quality sound. Creative now sells a multi-media package manufactured in conjunction with Matsushita of Japan which incorporates a Sound Blaster, a compact disc player adapted for the computer and software disks.

There is also a Video Blaster which allows a user to watch television on a computer.

Many of these products date back to Mr Sim's 1986 dream machine. Their computer's functions, particularly its Chinese/English abilities, are now being resurrected with an eye to the fast-growing China market. Late last year, Creative formed a joint venture with a Beijing company. Creative's Chinese software is already being used in schools in Singapore.

Mr Sim has also moved closer to Mr Gates. Creative is now developing, along with Microsoft, various digital video products.

## Coles Myer sees scope for Australian acquisitions

**COLES MYER**, Australia's largest retailer, sees scope for increasing its market share by expanding its operations and through acquisitions, Reuter reports from Melbourne.

Mr Peter Bartels, chief executive, said: "There are at least a few percentage points to be added to our market share in the not too distant future."

Coles Myer has 17 per cent of the Australian retail market and has about A\$15bn (US\$10.7m) in annual sales.

He said Coles Myer had plenty of

scope for closing market gaps with acquisitions and there were many opportunities to open some of its businesses in states in which it was not represented.

The decision two weeks ago to open a chain of toy superstores was the first of the niche market opportunities the group would develop. "We see plenty of scope for new business initiatives in other areas and we are looking at a range of opportunities," he said.

Coles Myer would concentrate its

business in Australia and he did not want to make promises of offshore expansion. He said growth plans for current businesses included the opening of new stores, refurbishment of existing stores, extending trading hours, development of store brands, reducing unwanted lines and installation of electronic sales systems.

Coles Myer was examining all its operations to see whether the group should be in them and whether their performance could be improved.

"Indeed, I think it is obvious to anyone who knows the company well that a new era is well and truly under way," Mr Bartels said. There was still work to be done after its half-year result was released recently, which showed a 4 per cent rise in net profit to A\$238.8m in the 24 weeks to January 31.

Mr Bartels said the K mart discount chain was nowhere near its potential, and he wanted to improve contributions from supermarkets and department stores.

## Weekend FT

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Carol Haney in London:  
Tel 071 873 4186  
Fax 071 873 3098

### LEGAL NOTICES

Notice of Creditors Meeting Under Section 40(2) of the Insolvency Act 1986

D D & LIMITED

NOTICE IS HEREBY GIVEN, pursuant to section 46 of the Insolvency Act 1986, that a Meeting of the Creditors of the above-named Company will be held at Harman House, 1 George Street, Uxbridge, Middlesex UB8 1QQ, on 18 March 1993 at 11.00 am for the purpose mentioned in sections 59 or 101 of the said Act.

A list of the names and addresses of the Creditors entitled to receive notice of the meeting will be available at the office of the liquidator, 1 George Street, Uxbridge UB8 1QQ between 10.00 am and 5.00 pm on 17 March 1993, and Creditors wishing to vote at the meeting must (unless they are individual Creditors standing in person) lodge their proxies at Harman House, 1 George Street, Uxbridge UB8 1QQ no later than 12 noon on 17 March 1993.

By The Chase Manhattan Bank, N.A.

London, Agent Bank

March 17, 1993

Notice of Appointment of Liquidator  
Court Number 2615261

Name of business: Employment Agency, Type

of Liquidator: Creditor Address of Registered

Office: Harman House, 1 George Street,

Uxbridge, Middlesex UB8 1QQ, London, Name and Address: John Martin Iradale,

Harman House, 1 George Street, Uxbridge,

Middlesex UB8 1QQ, Office Holder Number:

2104, Date of Appointment: 8 March 1993, By

Whom Appointed: Member,

## INTERNATIONAL CAPITAL MARKETS

## Disappointment greets increase in UK supply

By Tracy Corrigan in London  
and Patrick Harrison  
in New York

LONG-DATED gilts fell by a point, while the short end of the market dropped half a point, following disappointment over Chancellor Norman Lamont's budget.

The main worry in the gilts market currently is supply, which has increased sharply due to the government's higher funding needs as a result of economic recession.

On this issue, there was nothing to cheer the market. The chancellor announced a public sector borrowing

## GOVERNMENT BONDS

requirement for this year of \$25bn, in line with expectations. But the £50bn figure given for the financial year 1993-94 was higher than dealers had hoped.

"The market was disappointed by the lack of action on next year's PSBR," said Mr Simon Briscoe, a gilts analyst at Greenwich Montagu, adding that some traders had been looking for a reduction to around £45bn.

The other big disappointment was that only a slight change was made to funding rules in the gilts market.

The chancellor announced

	Mar 18	Mar 15	Mar 12	Mar 11	Mar 10	Year ago	High	Low
<b>Gilt Index</b>								
BondIndex	97.23	97.74	97.69	97.65	96.40	96.04	95.11	
<b>Fixed Interest</b>								
113.68	113.51	113.45	113.73	113.75	113.50	113.83	113.15	
<b>Index 102: Government Securities 10/10/92: Fixed interest 1993</b>								
Up to 10 years: Government Securities high since compilation: 127.40 (92/93), low 99.53 (91/92)								
Fixed interest high since compilation: 113.63 (92/93), low 99.53 (91/92)								
<b>GILT EDGED ACTIVITY</b>								
Index <sup>a</sup>	Mar 15	Mar 12	Mar 11	Mar 10	Mar 9			
GB Gilts Supplies	128.4	122.0	130.7	126.7	131.1			
5-day average	127.8	130.3	122.8	131.3	134.1			
<b>* Gilt activity indices released 1974</b>								

that banks' and building societies' purchases of gilts will now count towards funding.

These have amounted to an estimated £2bn to £5bn this year, but could fall back again, and are not expected to make a substantial impact on gilts funding needs. Some traders had hoped that Treasury bills and foreign currency debt would be included.

An announcement by the Bank of England that the frequency of gilt auctions would be increased to roughly monthly intervals, and the size increased to between £2bn and £4bn per auction, was in line with expectations.

The rest of the news in the budget was bypassed by the gilts market. "There was neither good nor bad news on inflation, and growth forecasts were in line with expectations," one analyst said.

On Life, the June long gilts contract ended more than 1% points down at 105%.

Trading was relatively light, with most of the buying restricted to retail accounts.

Prices firmed in early trading after the Commerce Department reported that housing starts gained 2.5 per cent in February, a smaller rise than the market had been expecting. Although some analysts blamed the weak figures on the bad weather in late February, the data raised fresh doubts over the resilience of the economic recovery.

While shorter-dated prices edged higher, at the long end the market remained flat. Investors were reluctant to commit themselves at the long

## BENCHMARK GOVERNMENT BONDS

	Red Date	Price	Change	Yield	Week Ago	Month Ago
AUSTRALIA	10.02.93	103.388	+0.217	7.71	7.68	7.65
BELGIUM	8.03.93	111.929	-0.160	7.68	7.77	7.75
CANADA	7.29.93	98.200	-0.100	7.65	7.60	7.65
DENMARK	8.09.93	98.790	-0.120	8.10	8.15	8.15
FRANCE	8.03.93	102.721	-0.120	7.10	7.00	7.01
SWITZERLAND	8.05.93	101.140	-0.020	7.20	7.25	7.21
GERMANY	7.15.93	120.500	-0.020	6.57	6.55	6.55
ITALY	12.00.93	98.900	-0.070	12.95	12.85	12.82
JAPAN	No 119	4.800	0.020	104.478	+0.120	3.77
No 145	5.500	0.020	100.663	-0.117	4.01	3.88
NETHERLANDS	7.00.93	102.560	-0.280	6.49	6.51	6.52
SPAIN	10.30.93	102.500	-0.021	11.31	11.37	11.45
UK GILTS	7.25.93	103.000	-0.020	6.66	6.54	6.71
US	6.25.93	102.300	-0.100	7.11	6.94	6.95
ECU (French Govt)	8.000	0.020	102.500	-0.150	7.49	7.51

1 Gross annual yield (including redemption fee) 12.5 per cent payable by non-retail clients. London closing, 'dances' New York morning session. Yield: Local market standard. Yields: Corporate bond issues (Wbm). Yields: Local market standard. Yields: Corporate bond issues excluded. Source: Bond Underwriters Association and Reuters Commodity Data/ATLAS Price Services

## Japan's rush for corporate paper provokes reform

Barriers are coming down, writes Emiko Terazono

petition for underwriting contracts led to unrealistic offering prices. To break from such practices, NTT appointed Morgan Stanley Japan, along with Nomura, as lead managers of its issue. "We needed innovation," says Mr Nogawa.

NTT has since led the way in changing the market by gaining approval for trading on the secondary market in the offering period. Former practice required investors to hold bonds until the offering period was over, leaving them vulnerable to market movements.

The pace of reform has been quickened by the rising number of companies dipping into the corporate bond market, says Mr Masaki Nogawa, head of Nippon Telegraph and Telephone's finance department.

With redemptions of over £10,000m (\$84.7bn) worth of equity-linked bonds expected in the year to March 1994, £5,000m is expected to be raised through the straight bond market.

But the surge in corporate bond issues has flushed out inefficiencies in the secondary market. Traders and issuers blame structural barriers. The lack of a centralised settlement system has limited trading, and reporting requirements imposed by the Bank of Japan on borrowing and lending bonds has restricted marketing by securities houses.

The lack of a proper government bond yield curve has given little incentive to use corporate bonds as hedging or arbitrage instruments against government bonds. Mr Nogawa points out that active trading on the government bond market is almost limited to the benchmark bond.

Traditionally, domestic corporate bonds were issued using the so-called "proposal" method, under which underwriting is awarded to the securities house with the most competitive bid. Intense competition among

corporate bond issuers is still to stem from attitudes of market participants. For most institutional investors, corporate bonds are still instruments kept until maturity.

But the barriers also seem to stem from attitudes of market participants. For most institutional investors, corporate bonds are still instruments kept until maturity.

Some issuers blame the inconsistent offering methods in the primary market for the lack of investor support. Mr Nogawa says pricing on the primary market is still not transparent.

Traditionally, domestic corporate bonds were issued using the so-called "proposal" method, under which underwriting is awarded to the securities house with the most competitive bid. Intense competition among

corporate bond issuers is still to stem from attitudes of market participants. For most institutional investors, corporate bonds are still instruments kept until maturity.

It will be the exchange's first loss in 10 years.

The OSE blamed slow stock futures trading following restrictions and the overall

decline in stock markets.

Members' fees, including commissions to the OSE, are expected to fall to ¥3.2bn in the six months ending March, from ¥4.6bn in the first half of the year.

The development cost for the first year is ¥1.33bn in the budget for the next year, which begins on April 1, the OSE said.

The exchange is also having to face the cost of developing a new trade-weighted average stock futures contract, scheduled to replace the average Nikkei 225 next year.

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Recession and loss of contract lead to profit fall and dividend cut

## Simon shows decline to £5.3m

By Angus Foster

**SIMON** Engineering, overshadowed by dividend worries for more than a year, yesterday passed its final after announcing a steep fall in profits.

Pre-tax profits fell from £18.3m to £5.32m in the year to December 31, mainly due to recession and losses on an important paper engineering contract. The figures, which were below market expectations, were described as "extremely poor" by Mr Roy Roberts, chairman. Mr Roberts announced he would retire at the end of this year.

The shares, which collapsed last year from 30p to a low of 70p, were down 21p early yesterday, but rallied to close up on the day at 114p.

A fall in advance receipts

from process engineering, and an increase in US borrowings because of reduced sales in process engineering. The paper contract, at Jacksonville, Florida, led to a £5m loss for the year and a £2.3m write back of profits taken in 1991.

The powered access equipment division was affected by falling sales and margins and trading profits fell from £5m to £3.1m. Mr Brian Kemp, chief executive, said there were signs of improvement in the US, but the UK remained weak.

Simon sold most of its environmental division earlier this year, leading to a £5.3m extraordinary charge. The company did not apply FRS 3 because it said the sale of the division was non-recurring.

A fall in advance receipts

from covered, yesterday's cut suggests over-optimism or misjudgement of the company's markets. The severity of recession is only a partial excuse, accounting for the downturns in the construction and offshore sectors, while the loss on the Jacksonville contract is harder to justify and could scarcely have come at a worse time. Simon remains cautious about this year and is not forecasting any growth in its markets. Although access sales in the US should pick up, Simon needs its process engineering advance receipts to improve and reduce borrowings. Forecast profits this year of £12m put the shares on more than 18 times. Probably the only prop under the shares at this level is the group's perceived vulnerability to takeover.

The company said that further development had been hampered not only by high debt, but also by the level of the above average dividend pay-out, a hangover from the days when Cambridge Electronics - Graseby in 1992 - was rated as a "junk" share. The company's cash reserves are due to be used to pay off the debts of the environmental division, which has been sold. Also, the company, under which Simon now acts as a commercial investor, will be best known for its Cussons range of soap and toiletries - said there was no recurrence of the boost it received in the second half of last year when the Nigerian

## Graseby to raise \$25m via US flotation

By Richard Gourlay

**GRASEBY**, the environmental monitoring and medical equipment company, yesterday said it will float its environmental business in the US on Nasdaq, raising about \$25m in the six months to November 30.

Associates' contributions increased by 58 per cent to \$2.03m (£1.31m) thanks to a surge in sales in Nigeria, the group's biggest African market and in Kenya and Ghana.

Cross operating profits were raised slightly at £6.36m (£3.61m).

Mr Alan Whittaker, finance director, said the African

growth was strong enough to

offset the effect of a decline in the value of the Nigerian naira which has repeatedly held back group profits in recent years.

The weakness of sterling actually yielded a rare exchange rate benefit in the latter part of last year, Mr Whittaker said, but this had since been reversed by a 20 per cent tumble in the naira's value against the pound in the last two months.

He expected full year profits to be slightly ahead of last year's £2.6m.

Paterson - best known for its Cussons range of soap and toiletries - said there was no recurrence of the boost it received in the second half of last year when the Nigerian

authorities settled £7.3m in outstanding debts to the company.

Nor did it anticipate any further settlement in the second half this year. Paterson originally set aside £10m to cover unpaid debts.

First half turnover rose 7 per cent to £121.8m (£113.6m). Mr Whittaker said Paterson retained its 20 per cent UK soap market share.

Investment income was up from £7.4m to £7.87m, reflecting Paterson's continued accumulation of a large cash hoard, which Mr Whittaker said stood at £160m.

Earnings per share increased from 14.22p to 16.24p. The interim dividend is raised to 2.35p (2.25p).

## Rate cuts undermine Wimpey

By Andrew Taylor,  
Construction Correspondent



By Trevor Humphries

**WIMPEY**, one of Britain's biggest construction groups revealed yesterday how sharp falls in UK and US interest rates had undermined carefully laid plans to restrict the cost of borrowing in the 1990s.

The group, like many large businesses, had entered into a series of hedging deals to limit rises in borrowing charges if international interest rates increased.

In fact UK and US interest rates have fallen and yesterday Wimpey announced provisions of £25.5m to cover the cost of unwinding those banking agreements.

Mr Roger Wood, finance director, said: "The company in the late 1980s was concerned it would be squeezed between falling house prices and sales in the UK and US and rising international interest rates and entered into a series of hedging deals to limit borrowing costs.

charges in 1992.

The mechanisms used by Wimpey to protect itself from rising interest rates involved a complex package of interest rate caps, swaps and collars.

These firstly put a ceiling on interest charges by requiring banks to pay any excess above

an agreed fixed interest rate. In the case of the company's sterling debt the cap was fixed at about an average of 12 per cent. For dollar debt the cap was triggered at about 10.5 per cent.

Wimpey also entered into swaps and collars to fix rates

that would cover the difference between the cost of the new safety net and the original hedging arrangements.

The group estimates that it will save £2m in interest charges in the current year and £5m in 1994 as a result of its provisions on the former hedging arrangements.

Mr John Jackson, Graseby chairman, said the flotation would solve the balance sheet problems and would also increase motivation for the US management.

Graseby Anderson should benefit from changes to the US environmental programme once the Clinton administration settles down.

Because of a lack of distributable reserves in the US, the former Tace businesses - broadly the Graseby Anderson business being floated - was not paying dividends to the group.

The provisions are to cover the difference between the cost of the new safety net and the original hedging arrangements.

These involve capping sterling and dollar borrowings at much lower rates as well as protecting the company in case interest rates fall even further. The new arrangements will affect up to 40 per cent of the group's borrowings.

The provisions are to cover the difference between the cost of the new safety net and the original hedging arrangements.

Mr Jackson said the flotation would solve the balance sheet problems and would also increase motivation for the US management.

Mr John Jackson, Graseby

chairman, said the flotation would solve the balance sheet problems and would also increase motivation for the US management.

Mr Nicholas Gay, finance

director, said as recently as

Wednesday, Brabant

had been confident of victory in its

battle against Aberdeen. How-

## African sales surge behind rise at Paterson Zochonis

By Hugh Carnegy

**STRONG GROWTH** in Africa, which outstripped adverse currency movements, drove up pre-tax profits at Paterson Zochonis, the soap and detergents group, by 11.3 per cent from £11.6m to £12.9m in the six months to November 30.

Associates' contributions increased by 58 per cent to £2.03m (£1.31m) thanks to a surge in sales in Nigeria, the group's biggest African market and in Kenya and Ghana.

Cross operating profits were raised slightly at £6.36m (£3.61m).

The company also announced yesterday a sharp drop in profits before tax from £7.5m to £1m for 1992, but the dividend is held at 10.5p, with a final of 7.5p.

The company said that further development had been hampered not only by high debt, but also by the level of the above average dividend pay-out, a hangover from the days when Cambridge Electronics -

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## COMPANY NEWS: UK

# Johnson caution with slight fall to £15.8m

By Peggy Hollinger

**JOHNSON** Group Cleaners, the UK's largest dry cleaning company, yesterday offered cold comfort to green shoot economists, saying it had seen no signs of recovery either here or in the US.

"We are being very cautious until we see some tangible signs of uplift," said Mr Terry Greer, chairman. And just when that will happen, he said, "well, your guess is as good as mine."

Mr Greer said Johnson had been adversely affected by the exceptionally cold weather in the US, as well as by the continued severity of recession. "We are reading about signs of recovery there, but we haven't seen any," he said.

The statements came as the group reported a slight decline in pre-tax profits from £16m to £15.8m for the 12 months to December 26, on sales 2 per cent lower at £150.8m.

The decline at the pre-tax level was due to a £14.8m deficit on property, against a profit of £13.6m last time, following a £638,000 write-down on the value of a factory.

Excluding property, Johnson reported a slight increase from £16.9m to £16m.

The most significant factor affecting profits was a £1.4m decline in interest payments to £1.6m. Gearing fell from 39 per cent to 23 per cent.

The strongest performance came from the group's growing workwear rental business, supplying uniforms and sundries to small and medium-sized businesses.

Operating profits in this division were £270,000 lower at £2.7m, on sales 7 per cent down to £41m. The decline in turnover reflected the sale of a business in the US.

In the UK, where Johnson claims some 10 per cent of the workwear market, operating profits and sales were slightly ahead, Mr Greer said.

The dry cleaning market on both sides of the Atlantic continues to be depressed. Margins and sales fell, with operating profit falling lower at £2.8m on turnover down from £110.3m to £108.8m.

Losses in Johnson's US franchise operation had increased from last year's £250,000 (£176,000), in spite of efforts to control costs. Mr Greer said there was little more that could be done, without economic recovery.

The final dividend is maintained for the third consecutively

year at 18.7p, for an unchanged total of 25.7p.

Fully diluted earnings per share rose from 48.7p to 49.12p.

## COMMENT

Johnson's larger competitors might take heed of the company's softly softly approach to workwear rental. By focusing on smaller to medium-sized customers, and avoiding the volatile catering and leisure sectors, Johnson has managed to keep its bucket of business topped up and at margins (reportedly as high as 20 per cent) which are only dreamed of by others. Now Johnson intends to tackle larger customers on a national basis – although in its usual cautious manner, says Mr Greer – while its rivals are moving down the scale. Although Mr Greer traditionally downplays the outlook, analysts are more enthusiastic and count on some recovery to begin this year. Forecasts are for about £17.5m pre-tax, excluding property gains, for a prospective p/e of about 16 times. Although this seems to be up with events in the short-term, Johnson's mid-cycle prospects and solid record might lead some to tick this away for the upturn.

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# Searching for an early route out of limbo

John Murray Brown on attempts to realise the value of Vestel for PPI's creditors

**M**R Tahsin Karan, the long-suffering chairman and chief executive of Vestel Elektronik, Polly Peck International's Istanbul-based consumer electronics subsidiary, is to step down at tomorrow's annual meeting.

His departure is a further blow to creditors and administrators of the failed British fruit and electronics group built up by Mr Asil Nadir. The eventual sale of Vestel is one of the few hopes the 22,000 creditors have of recouping even a small fraction of their business in the US.

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welcome degree of co-operation, something which cannot be said of PPI's other Turkish subsidiaries.

Vestel is considered PPI's strongest Turkish asset. Started in 1985 the company quickly established itself as Turkey's leading exporter of colour televisions, while car-

sions, audio products and other brown and white goods under marketing deals in Spain and Portugal and most recently a joint manufacturing venture in Romania. The bulk of the export production, though, is made to the design and specification of a foreign purchaser, under original equipment man-

ufacturing agreements.

In 1992, Vestel generated \$70m in export sales, with brown goods accounting for 80 per cent. But export prospects to EC markets are clouded by the anti-dumping inquiry.

Under Turkey's Association

Agreement with the EC, Turkish electronics can enter the community duty free. The investigation involves imports of colour televisions which community officials contend rely on cheap components from the Far East and therefore should incur extra duties.

The search for a replacement has been painstakingly slow. "The company has been in a sort of limbo," complains Mr Karan, describing the 27 months since the administrators were appointed. "Without solid ownership, it has been impossible to take aggressive positions."

For all the tensions, the administrator can have few grumbles about Vestel's management, which has provided a

solid base for the company's creditors. The first option of floating the company on the Istanbul exchange was quickly ruled out. "It was probably always going to be difficult to float any company associated with PPI," said an Istanbul banker.

A quest was then launched for a minority partner to help

being remitted to PPI in London.

The link up had an obvious logic, given that in its home market Vestel was already ready distributed the Philco range, 50 per cent owned by Merloni. In turn Merloni has the licence for the Philco brand name in Europe, providing what Mr Karan sees as a "guarantee for our exports".

**The decision**  
to demerge the white goods business means any buyer of the brown goods operation may find it more difficult to maintain domestic market share

**M**erloni has also provided a strategic platform to export household and white goods to north Africa and the central Asian states.

Capacity is to double at the refrigerator line, where half of production is for export. Merloni is expected to take up its option to become the 51 per cent majority shareholder.

The future for the brown goods arm, Vestel's main operation, remains unresolved. The administrators are in negotiations with a variety of interested parties, including Slinger, the US electronics concern.

Paradoxically, the decision to demerge the white goods business means any buyer of the brown goods operation may find it more difficult to maintain its share in the domestic market, where traditionally Turkish retailers like to handle the whole range of consumer electronic goods.

## Rise at Law Debenture

LAW Debenture Corporation increased net asset value by 21 per cent to 514p at the end of 1992, against 426.3p a year earlier.

After-tax revenue rose by 6.3 per cent from £4.3m to £4.57m in the year, representing earnings per share of 20.07p (18.92p). The final dividend is raised to 12p making a total of 18.25p (17.5p).

A geographical split of the portfolio shows UK investments lower at 63.8 per cent (66.3 per cent), while elsewhere there were increases in the US to 23.5 per cent (23 per cent); Europe 7 per cent (6 per cent); Japan and Far East 3.9 per cent (3.5 per cent) and Australia 1.5 per cent (1.2 per cent).

# Avon sets up Saudi venture

By Kevin Brown and Jane Fuller

**AVON RUBBER**, the UK tyre and automotive components concern, has agreed to a joint venture with a group of Middle Eastern investors to build a \$20m (£141m) tyre factory in Saudi Arabia.

Avon will invest £2m and will provide technology for the plant in return for a 5 per cent stake in the factory. The rest of the funding is to be provided by a group of Saudi investors.

The factory is expected to come on stream in 1995, with initial production targeted at \$50,000 tonnes a year. It is expected that after five years the plant will produce some 1m tyres - about 20 per cent of overall Saudi demand.

In December, Avon announced a 56 per cent rise in annual pre-tax profits to £3.15m. The group is heavily dependent on the US market where more than 25 per cent of its business is based.

The group said it was concentrating on developing its

core operations in Europe and North America. It has a policy of disposing of non-core activities "depending on their performance and the interest among potential buyers".

Mr Peter Cottrell, Pacific BBA chairman, said it was "pleasing to be able to reverse the trend of overseas acquisitions of Australian assets". The company's priorities lay with expanding in the Asia Pacific region.

Earlier this month Pacific BBA announced a rise in after-tax profit to \$8.78m (£57.51m) for 1992 on sales of \$629m. Its contribution to BBA's profits after tax and the minority dividend was \$2.7m.

Pacific BBA shares closed 14 cents higher at A\$2.90 on the Australian stock exchange.

This announcement appears as a matter of record only.



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## COMMODITIES AND AGRICULTURE

# LME stocks top 3m-tonne mark

By Kenneth Gooding,  
Mining Correspondent

**METALS MARKETS** received a psychological battering yesterday when another huge rise in London Metal Exchange stocks took the total above 3m tonnes for the first time.

Even though most aluminium, lead, nickel, tin and zinc producers were unprofitable at present, metal prices were unlikely to recover substantially with so much highly-visible stock weighing down the market, analysts suggested.

LME stock levels were "indicative of the situation in the physical markets. Economic recovery in the US is being offset by weakness in Germany and Japan," said Mr Angus MacMillan, research manager at Billiton-Enthoven Metals, part of the Royal Dutch/Shell group. He recalled that Japan was the second most important consumer of all base metals except for nickel, of which it was the biggest consumer. Germany was the third largest consumer of all six base metals traded on the LME.

However, Mr Nick Moore, metals analyst at Ord Minnett,

LME WAREHOUSE STOCKS  
(As at Monday's close)

	tonnes
Aluminium	+1,950
Copper	+8,700
Lead	-2,150
Nickel	+225
Tin	+1,025
Zinc	+180
Total	1,701,550

the Westpac subsidiary, pointed out that there were now about 325 LME-authorised warehouses world-wide compared with only 16, all in Europe, in 1982. This had encouraged producers and consumers to move their stock on to the LME as not all of the metal was readily available.

Nevertheless, Billiton's Mr MacMillan said that total western world stocks - not just those in LME warehouses - of aluminium and nickel were at "horrendous" levels and those of tin and zinc were heading fast in that direction. Copper and lead stocks were now "uncomfortably high".

Mr MacMillan said: "We need a return to synchronised growth in the major industrialised economies before there is any sustained recovery in metals demand - and there is not much chance of that before the year end."

## Bolivia faces mine crisis

By Chris Philipson  
In La Paz

**BOLIVIA'S MINING** industry, which has only just begun to recover from the market crash caused by the collapse of the International Tin Council's buffer stock operation in 1986, is bracing itself for a second shock.

Both the private and public sectors have already suffered a depressing opening to the new year. Litio pulled out of a \$1.5bn deal with the Bolivian government in January. Shortly afterwards Jordex Resources withdrew after selling its majority stake in Minera Tiwanaku. Some private mining concerns, including Britain's RTZ are said to be considering slimming down their presence in Bolivia.

Two existing joint ventures between Comibol, the state mining corporation, Comibol and a subsidiary of Brazil's Paranaopamens are still inoperable because of union opposition. The government's continuing reluctance to tackle the unions means further joint venture contracts are likely to be stalled before the June general election.

This already fragile situation is complicated by the fall in international prices for zinc, which now tops Bolivia's mining production, and also gold, silver, wolfram and antimony. Bolivian mining minister Mr Alvaro Rejas believes the industry is facing a crisis similar to that caused by the collapse of tin prices in 1985, when some 23,000 state miners were made redundant.

The cause of the outbreak has still not been formally identified. However, magistrates are thought to be investigating purchases of cattle from Croatia. They were shipped via Greece through Italy's southern port of Bari.

## MINOR METALS PRICES

Prices from Metal Bulletin (last week's in brackets).

**ANTIMONY:** European free market, 99.9 per cent, \$ per lb, in warehouse, 16.00-16.50 (15.85-16.50).

**MERCURY:** European free market, min. 99.99 per cent, \$ per lb, tonne lots in warehouse, 120-140 (same).

**CADMIUM:** European free market, min. 99.5 per cent, \$ per lb, in warehouse, 0.35-0.45 (same).

(same).

**COBALT:** European free market, 99.5 per cent, \$ per lb, in warehouse, 16.00-16.50 (15.85-16.50).

**TUNGSTEN ORE:** European free market, standard min. 65 per cent, \$ per tonne unit (10 kg) WO<sub>3</sub>, cif, 41-43 (33-44).

**VANADIUM:** European free market, min. 99 per cent, \$ a lb V<sub>2</sub>O<sub>5</sub>, cif, 1.80-1.70 (1.65-1.70).

**URANIUM:** Nuxco exchange value, \$ per lb, U<sub>3</sub>O<sub>8</sub>, 7.60 (same).

**SELENIUM:** European free market, min. 99.5 per cent, \$ per lb, in warehouse, 1.70-2.40 (1.55-1.80).  
**MERCUYR:** European free market, min. 99.99 per cent, \$ per lb, tonne lots in warehouse, 120-140 (same).  
**MOLYBDENUM:** European free market, drummed molybdenum oxide, \$ per lb Mo, in warehouse, 2.05-2.15 (2.00-2.10).

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**TUNGSTEN ORE:** European free market, standard min. 65 per cent, \$ per tonne unit (10 kg) WO<sub>3</sub>, cif, 41-43 (33-44).

**VANADIUM:** European free market, min. 99 per cent, \$ a lb V<sub>2</sub>O<sub>5</sub>, cif, 1.80-1.70 (1.65-1.70).

**URANIUM:** Nuxco exchange value, \$ per lb, U<sub>3</sub>O<sub>8</sub>, 7.60 (same).

**SELENIUM:** European free market, min. 99.5 per cent, \$ per lb, in warehouse, 1.70-2.40 (1.55-1.80).  
**MERCUYR:** European free market, min. 99.99 per cent, \$ per lb, tonne lots in warehouse, 120-140 (same).  
**MOLYBDENUM:** European free market, drummed molybdenum oxide, \$ per lb Mo, in warehouse, 2.05-2.15 (2.00-2.10).

(same).

**ANTIMONY:** European free market, 99.9 per cent, \$ per lb, in warehouse, 16.00-16.50 (15.85-16.50).

**MERCURY:** European free market, min. 99.99 per cent, \$ per lb, tonne lots in warehouse, 120-140 (same).

**CADMIUM:** European free market, min. 99.5 per cent, \$ per lb, in warehouse, 0.35-0.45 (same).

**COBALT:** European free market, 99.5 per cent, \$ per lb, in warehouse, 16.00-16.50 (15.85-16.50).

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**COBALT:** European free market, 99

# Equities little changed by the close

By Terry Byland,  
UK Stock Market Editor

LONDON'S equity market made a cautious response to the Budget speech, which was still in progress at the official close of share trading last night. Initially, equities followed the government bond sector in turning down sharply when Mr Norman Lamont, the UK chancellor of the exchequer, disclosed a substantially higher estimate of Public Sector Borrowing Requirement for 1993-94 than expected in the City. There was also some disappointment that the chancellor seemed cool on prospects for a cut in UK interest rates in a Budget described by him as "broadly neutral". Concern was voiced regarding the implications for pension funds of the changes in dividends tax credits.

UK share prices, however, soon rallied as the market took aboard the wider implications of the chancellor's taxation proposals and the FT-SE 100 Index ended the session only 3.1 down at 3,919.3.

Among the measures welcomed by the stock market were the chancellor's reduction in North Sea Petroleum Revenue Tax, which brought strong rises in the oil sector in late dealings. But some analysts feared that other energy industry stocks could be hurt by the proposal to impose VAT taxes

on domestic fuel bills. Higher taxes on motor fuels, tobacco, betting and beer had been largely expected, but the absence of any increase on spirits duty was well received by shares in distillery and brewery companies.

Some traders felt that the chancellor had been discouraging on prospects for an immediate reduction in domestic interest rates. The lowering

of the tax rate relief on mortgages had been foreseen and there was no immediate reaction from share prices.

Equities were drifting lower in virtually stagnant trading conditions when Mr Lamont stood up in the House of Commons. The PSBR statement brought a swift widening in the loss of the FT-SE 100 Index from around 2 points to 14.1, for a reading of 2,908.3. The

recovery in shares came equally quickly but there was very little trading as the market trend changed direction.

Share trading volume for the day fell to 492m shares. Unwillingness to take positions in the blue chips was indicated by a sharp increase in the percentage of non-Footer shares to 85 per cent of the overall volume figure. On Monday, Sean volume of 578.1m shares had a

retail value of £1.20bn.

The FT-SE Mid 250 Index, which reflects business in a range of non-Footer stocks, gained ground during the chancellor's speech to close 6.9 ahead at 3,116.8.

Strategy meetings at London's securities firms last night planned for the opening of the market later. At Strauss Turnbull, Mr Ian Harrett said: "We do not think this Budget will be particularly positive for equities, unless there is an interest rate cut." Further gains in the North Sea stocks are expected, however.

UK traders will also brace themselves ahead of tomorrow's policy meeting at the Bundesbank, when some strategists expect the reduction in key interest rates foreshadowed by the Bundesbank's recent cuts in money market repurchase rates.

On Friday, the UK retail price index for last month will be disclosed and this may yet set the stage for the cut in UK base rates that the stock market wants to see.

## Account Dealing Dates

\*First Dealings: Mar 16 Mar 17  
Option Expirations: Mar 11 Mar 25 Apr 15  
Last Dealings: Mar 12 Mar 26 Apr 16

\*\*Accrued Days: Mar 15 Apr 5 Apr 16

\*New dealings may take place from 3.30am two business days earlier.

## FT-SE Actuaries Share Indices

## THE UK SERIES

FT-SE 100		FT-SE MID 250		FT-A ALL-SHARE	
2919.3 - 3.1		3116.8 - 6.9		1424.79 - 0.16	
Mar 16	change %	Mar 17	Mar 18	Mar 19	Year ago
Days					
Earnings yield %					
Dividend yield %					
P/E Ratio					
Adv. yield					

FT-SE 100	2919.3	-0.1	2922.4	2915.9	2933.4	2491.2	62.0	4.14	20.62	19.96
FT-SE MID 250	3116.8	+0.2	3112.0	3085.5	3127.2	2468.7	66.2	4.07	19.11	12.87
FT-SE A SH	1424.79	+1.9	1445.2	1408.1	1455.8	1211.2	5.2	4.13	8.99	8.99
FT-SE Securities & Inv Trusts	1564.69	+0.3	1561.21	1562.01	1567.2	-	5.69	4.04	26.63	7.33
FT-2 ALL-SHARE	1424.79	+0.3	1559.10	1569.12	1572.7	-	5.71	4.20	24.50	6.60

FT-SE 100 2919.3 - 3.1

FT-SE MID 250 3116.8 - 6.9

FT-A ALL-SHARE 1424.79 - 0.16

Mar 16 change % Mar 17 Mar 18 Mar 19 Mar 20 Mar 21 Mar 22 Mar 23 Mar 24 Mar 25 Mar 26 Mar 27 Mar 28 Mar 29 Mar 30 Mar 31 Mar 32 Mar 33 Mar 34 Mar 35 Mar 36 Mar 37 Mar 38 Mar 39 Mar 40 Mar 41 Mar 42 Mar 43 Mar 44 Mar 45 Mar 46 Mar 47 Mar 48 Mar 49 Mar 50 Mar 51 Mar 52 Mar 53 Mar 54 Mar 55 Mar 56 Mar 57 Mar 58 Mar 59 Mar 60 Mar 61 Mar 62 Mar 63 Mar 64 Mar 65 Mar 66 Mar 67 Mar 68 Mar 69 Mar 70 Mar 71 Mar 72 Mar 73 Mar 74 Mar 75 Mar 76 Mar 77 Mar 78 Mar 79 Mar 80 Mar 81 Mar 82 Mar 83 Mar 84 Mar 85 Mar 86 Mar 87 Mar 88 Mar 89 Mar 90 Mar 91 Mar 92 Mar 93 Mar 94 Mar 95 Mar 96 Mar 97 Mar 98 Mar 99 Mar 00 Mar 01 Mar 02 Mar 03 Mar 04 Mar 05 Mar 06 Mar 07 Mar 08 Mar 09 Mar 10 Mar 11 Mar 12 Mar 13 Mar 14 Mar 15 Mar 16 Mar 17 Mar 18 Mar 19 Mar 20 Mar 21 Mar 22 Mar 23 Mar 24 Mar 25 Mar 26 Mar 27 Mar 28 Mar 29 Mar 30 Mar 31 Mar 32 Mar 33 Mar 34 Mar 35 Mar 36 Mar 37 Mar 38 Mar 39 Mar 40 Mar 41 Mar 42 Mar 43 Mar 44 Mar 45 Mar 46 Mar 47 Mar 48 Mar 49 Mar 50 Mar 51 Mar 52 Mar 53 Mar 54 Mar 55 Mar 56 Mar 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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Sterling firms on UK budget

STERLING gained 2 pence against the D-Mark yesterday as dealers absorbed the message from the UK chancellor that the current level of UK base rates was "consistent with the achievements of the Government's inflation objectives," writes James Blitz.

Mr David Cocker, chief economist at Chemical Bank in London, said that yesterday's budget statement would consolidate the favourable sentiment towards sterling seen in recent weeks.

He said there were already signs that the UK economy was recovering, and the chancellor's promise to tighten fiscal policy over the next few years would be a further attraction for investors. But he also felt that the budget proposals themselves were unlikely to push the currency up very far.

In Europe, the immediate outlook for the European exchange rate mechanism remained uncertain. The Bundesbank's decision not to change the interest rate at which it lends short term funds to German commercial banks added to ERM tensions.

Market participants appeared to believe that the

chancellor's measures to tighten fiscal policy over the next few years helped to boost confidence in sterling over both currency and fixed income markets. The pound closed at DM2.405, up 2 pence on the day. At lunchtime in the US, sterling was trading higher at

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## FINANCIAL FUTURES AND OPTIONS

## LIFFE LONG GILT FUTURES OPTIONS

LIFFE LONG GILT FUTURES OPTIONS SFPI 1m points of 100%							
Strike	Call-settlements	Put-settlements	Price	Jan	Feb	Mar	Apr
103	3-19	2-35	95.00	0.00	0.00	0.00	0.00
104	3-20	2-36	95.00	0.00	0.00	0.00	0.00
105	3-21	2-37	95.00	0.00	0.00	0.00	0.00
106	3-21	2-38	95.00	0.00	0.00	0.00	0.00
107	3-22	2-39	95.00	0.00	0.00	0.00	0.00
108	3-23	2-40	95.00	0.00	0.00	0.00	0.00
109	3-24	2-41	95.00	0.00	0.00	0.00	0.00
110	3-24	2-42	95.00	0.00	0.00	0.00	0.00

Estimated volume total: Calls 3089 Puts 3632

Previous day's open int.: Calls 1946 Puts 3632

Estimated volume total: Calls 1797 Puts 3623

Previous day's open int.: Calls 1796 Puts 3620

Estimated volume total: Calls 2566 Puts 3644

Previous day's open int.: Calls 1695 Puts 3640

Estimated volume total: Calls 2220 Puts 3665

Previous day's open int.: Calls 2219 Puts 3662

Estimated volume total: Calls 2220 Puts 3665

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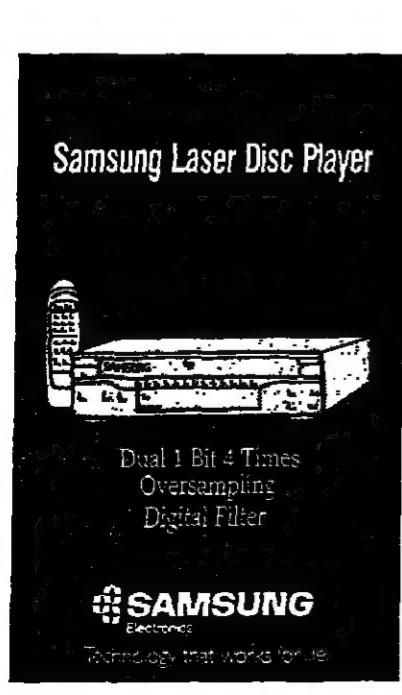
Previous day's open int.: Calls 2219 Puts 3662

Estimated volume total: Calls 2220 Puts 3665



4 pm close March 16

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**



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## AMERICA

**Bank sector firmer on broker's upgrade**

## Wall Street

FOR the second consecutive day US stock markets moved in a narrow price range in light trading, as investors searched for a new direction, writes *Patrick Harrison* in New York.

At 12.30 pm, the Dow Jones Industrial Average was up 2.97 at 3,445.58. The more broadly based Standard & Poor's 500 was up 0.20 at 451.63, while the Amex composite was 0.46 lower at 422.48, and the Nasdaq composite 0.54 firmer at 895.75.

NYSE volume, which on Monday hit its lowest levels for the year, was again light at only 11.8m shares by 12.30 pm.

After the wild fluctuations and heavy volumes of the previous few weeks, equities yesterday appeared to have settled into a temporary pattern of narrow price movements in thin trading. The pattern, said analysts, indicated that in the absence of compelling new economic statistics and a strong lead from Treasury prices, markets are searching for a new direction.

The day's only economic numbers provided little encouragement. The Commerce department reported that housing starts rose by 2.5 per cent in February, a smaller

increase than expected. Analysts, however, blamed the weak figures on the bad weather late last month, which is likely to hit the construction of new homes.

The subdued trading yesterday may also have reflected reluctance among investors and dealers to trade heavily ahead of today's consumer price index report for February. Normally, the markets would not be overly concerned by the CPI number, but after last week's worryingly strong producer prices report — which sparked heavy selling of bonds and, later, equities — and this week's increase in commodities prices, investors have become newly sensitive to any hint that inflationary pressures may be building in the economy.

Banks were firmer. Citicorp rose \$1 1/4 to \$29.50 in volume of 1.7m shares and Wells Fargo by \$1 to \$108.50. Both were lifted by the news that analysts had raised their earnings estimates for the two banks. Elsewhere in the sector, Chemical put on \$4 at \$43, Chase Manhattan \$3 to \$35, and BankAmerica \$3 to \$32.

Drug stocks once again took a beating from investors wor-

ried about government controls on pharmaceuticals. Merck dropped \$1 to \$37.45, Pfizer \$1 to \$60.40 and Parke-Davis-Plough \$1 to \$38.50.

Marion Merrell Dow plunged \$4 to \$18.50 in volume of 1.3m shares after the company warned that its first quarter sales would be "substantially" lower than it recorded at the same stage a year ago.

Another company hit by an unexpected profits warning was Chemical Waste, which tumbled \$1 1/4 to \$17.75 in volume of 1.4m shares after it said that first quarter earnings would be flat or lower, compared to a year ago.

## Canada

TORONTO was easier at noon with the TSE-300 composite index 8.41 lower at 3,553.64. The industrial products sub-index was the worst performer, down 25.20 at 2,143.38, followed by the oil and gas group, off 10.96 at 3,865.40. Volume was some 26.2m shares.

Among the most actives, Nova Corp was down C\$4 at C\$87, with Potash Corp C\$4 lower at C\$44, but Royal Bank of Canada was C\$4 firmer at C\$28.50. In mines and oils, American Barrick was down C\$4 at C\$20.4.

**European airlines begin to anticipate a recovery**

But industry prospects are uneven, writes John Pitt

European airlines are facing the prospect of further losses in 1993 following a depressed performance last year. While passenger levels have risen slightly this year, earnings forecasts remain negative.

However, there may be some good news for airlines as the US and, to a lesser extent, the UK economies show signs that they may be emerging from recession.

Mr James Halstead, Swiss Bank's transport analyst, comments that the sector looks as if it is at the bottom of the downward cycle. But he draws a distinction between those carriers flying the transatlantic routes, such as British Airways, and those more dependent on Europe, Lufthansa for instance.

While operators using the transatlantic routes are beginning to see a pick-up in activity, those more dependent on continental European routes will continue to have problems as the recession there begins to deepen, he comments.

Mr Mark McVicar, transport analyst at NatWest Securities, is a little less optimistic and believes that an upturn in the sector will be delayed until 1994. "This is about the earliest time before supply and demand begin to achieve any sort of balance," he says.

Lufthansa surprised some observers when it blazed a trail at the beginning of the year under a European Community liberalisation directive allowing cheaper ticket pricing. The shares moved quickly ahead, reaching a year's high of DM122.50 before beginning to slip back. The stock closed yesterday at DM111.

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However, Mr McVicar observes that Lufthansa, which has made efforts to reduce its cost base, needs to go much further and quicker in that area. Lufthansa has said that

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